

**“Building Institutions
for Good Governance”**

**Local Government Support
and Partnership Program**

**Quarterly Report
October 1 – December 31, 2002**

Prepared for:
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**“Building Institutions for Good Governance”
Local Government Support and
Partnership Program
in Indonesia**

USAID Quarterly Report – 3rd Quarter 2002

October 1 – December 31, 2002

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I. INTRODUCTION

ICMA's Building Institutions for Good Governance (BIGG) Program operates under USAID Strategic Objective 10: Decentralized, Participatory Local Government. To this end, it is designed to help USAID meet its four intermediate results (IRs):

- IR 1: Appropriate Environment Established to Enable Effective Local Government
- IR 2: Local Government Capacity Strengthened to Deliver Effective Services
- IR 3: Participation Increased in Local Government Decision-Making
- IR 4: Associations of Local Governments and Officials Established as Advocates

During this quarter, substantial progress has been made in both the Resource Cities and Association Development components of the BIGG/LGSPP program. For Resource Cities, numerous breakthroughs in management and governance practices occurred in the areas of transportation planning, permitting processes, labor force training, and interregional cooperation. In the area of Association Development, there have been successes in the areas of communication, Best practices development, and financial management.

The following report presents the activities, results, and next steps in the BIGG/LGSPP program. Annex 1 presents the Results Framework under which the program operates and progress toward those results to date.

II. MAJOR ACCOMPLISHMENTS THIS QUARTER

A. Project Administration

A.1 Project Workplan

BIGG/LGSPP submitted the final project workplan for January – September 2003 for approval to USAID/DLG.

A.2 Management

None

B. Program Activities and Management – Progress and Highlights

B.1 Resource Cities – Indonesia

Indonesian Local Government	U.S. Partner	1st Exchange	2nd Exchange	3rd Exchange	4th Exchange	5th Exchange	6th Exchange	Best Practices Symposium
Kabupaten Pasir, East Kalimantan	Coquille, Oregon	June 28–July 8, 2001	November 4–12, 2001	June 1–8, 2002	January 18 – 25, 2003	TBD	TBD	TBD
Kota Bekasi, West Java	Gresham, Oregon	July 23–August 2, 2001	October 6–13, 2001	April 27–May 4, 2002	August 9–17, 2002	October 13–19, 2002	February 23–March 1, 2003	May 2003
Kota Bitung, North Sulawesi	Coos Bay, Oregon	August 30–September 8, 2001	November 10–18, 2001	March 8–16, 2002	July 1–5, 2002	September 20–28, 2002	May 2003	August 2003
Local Government Associations	League of Oregon Cities	July 18–August 1, 2001	September 26–October 6, 2001	March 10–23, 2002	April 18–28, 2002	September 20–28, 2002	November 2003	At National Best Practices in June 2003
Kabupaten Kutai	Washington County, Oregon	February 7–20, 2002	June 13–28, 2002	September 23–October 4, 2002	October 17–20, 2002	February 15–22, 2003	March 2003	TBD
Kota Samarinda	Tigard, Oregon	February 7–20, 2002	June 13–28, 2002	September 23–October 4, 2002	February 9–15, 2003	March 2003	TBD	TBD
Kabupaten Bandung	Santa Clarita, California	January 26–February 2, 2002	May 8–17, 2002	August 18–24, 2002	February 23 – March 1, 2003	TBD	TBD	TBD
Kota Balikpapan	Houston, TX, Area Gov'ts	June 1–8, 2002	September 5–14, 2002	October 2002	February 2002	TBD	TBD	TBD
East Kalimantan Province	State of Oregon, USA	May 10–18, 2002	November 9–16, 2002	February 2002	TBD	TBD	N/a	On 5th exchange
DKI Yogyakarta	Savannah, Georgia	March 24–29, 2002	June 22–29, 2002	October 13–19, 2002	February 7–17, 2003	TBD	TBD	TBD

Updates on partnerships are presented below.

Pasir, East Kalimantan – Coquille, Oregon

Activities: No exchange took place during this quarter. Difficulties in obtaining visas for 3 of the 5 delegates from Pasir, followed by political and financial difficulty in Coquille resulted in the postponement of the exchange until January 2003. The Coquille City Manager sent an email expressing wish to withdraw from the partnership program due to the issues mentioned above. He has agreed to defer a final decision until January, when the new council will be seated and he can better assess the political and financial climate. Regardless of Coquille's decision, the partnership will continue through the stewardship of two forestry experts in Oregon and LGSPP. These experts will design and host the January exchange, which will focus on refining the draft forestry regulation and developing a more comprehensive forest management plan.

Results: During this quarter, the Pasir team has been working to improve relations with DPRD members, local NGOs, and the indigenous community. Their efforts at inclusive policy making resulted in an agreement on the principles of forest practices.

Based on these consultations as well as on input received from his Oregon partners, Abdul Azis Maulana, Pasir forestry department head, has designated an area of forest near Gunung Lumut as a protected forest. The recommendation has been forwarded to the Bupati and the Council for approval.

In conjunction with this action, Azis has sent letters to the logging companies telling them to cease operations in this area.

Next steps: Preparation for the delayed fourth exchange to Oregon, planned for January 18-26, 2003.

The delegation will consist of:

- Abdul Azis Maulana, Department of Forestry
- Stephi Hakim, CiFOR, and
- Sanusi Onieh, Assistant to the Bupati on Government Affairs.

Bekasi, West Java – Gresham, Oregon

Activities: The partners undertook their fifth exchange October 13-19, 2002 in Bekasi.

The Gresham delegation consisted of:

- John Dorst – Director of Transportation Department
- Jeff Shelley – Transportation Modeling Engineer.

A third delegate, Terry McCall (Finance Director) was supposed unable to attend due to an accident the week before the exchange.

Results:

Transportation Planning/Modeling:

During the exchange, the Gresham delegation worked on helping Bekasi to implement its recommendations, which were based on a transportation model evaluation for run on a pilot section of the Bekasi streets. Specific recommendations included:

1. Bulak Kapal Intersection
 - Remove park located at the intersection
 - Provide parking space close to the intersection
2. Pedestrian crossing
 - Provide pedestrian crossing near the city office
 - Provide bridge over the road in front of Mall Metropolitan
3. Bridge
 - Provide a toll bridge at East Bekasi
 - Improve traffic lights management near to the toll gate of East Bekasi
4. Traffic lights
 - Replace and place controller at the three section: Kayuringin, Hero and West Bekasi toll gate
 - Change time cycle of traffic lights adjusted to the existing traffic condition
5. Road network
 - Provide median on Jalan Nurali Kalimalang
 - Provide fences for Jalan Ahmad Yani, Hero Intersection and West Bekasi tollgate.
6. Synchro model for transportation
 - Training needed.

By implementing the recommendations pertaining to signal timing, Bekasi has already saved over 100 million person hours of commuting time.

Next Steps:

The partners will undertake their next exchange (to Gresham) February 24-March 1, 2003. The exchange will continue to focus on transportation planning and finance.

Indonesian Local Government Associations – League of Oregon Cities

See Association Development (Section B.2).

Bitung, North Sulawesi – Coos Bay, Oregon

Activities: There was no exchange during this quarter.

Results: Communication between Bitung and Coos Bay continues on a regular basis. Both cities have been working together to finalize a grant from the Coos Bay Rotary Club. In addition, the partners are exploring further cooperation between community colleges in the area of small business development.

Next Steps: The partners will undertake their 6th exchange in May 2003.

Samarinda/Kutai, East Kalimantan – Tigard/Washington County, Oregon

Activities: The third exchange (Tigard/Washington County to Samarinda/Kutai) took place in September 27 – October 5. The Tigard and Washington County delegation consisted of:

- Loreen Mills - Tigard Risk Manager and Citizen Participation Facilitator
- Ed Wegner - Tigard Public Works Director

- Roger Dawes - Tigard Finance Officer
- Tom Imdieke - Tigard Budget Officer
- Wendy Shelden - Washington County Public Health Supervisor
- Ann Madden - Washington County Communication Officer

A fourth, informal exchange between Kutai and Washington County took place in November when Bupati Syaokani traveled with his assistant (both self-financed) to Washington County to discuss the potential for developing a community college training program on leadership and public health/hospital management. Mr. Syaokani met with officials from Washington County, Portland Community College, and the county hospital.

Results (Samarinda): Through a 3-month lobbying process, Ali Fitri, Finance Department Head and Rusman Yakub, Vice Chairman of DPRD have worked to bring the budget process and training received from Tigard to a wider audience. As a result of their efforts, they were able to obtain approval for adopting double-entry accounting and performance based budgeting in the 2003 budget from the Mayor and the DPRD.

Results (Kutai): An amended MOU was signed by Bupati Syaokani and Charlie Cameron, County Administrator to include a more specific workplan for cooperation between Kabupaten Kutai Kartanegara, Kutai Kartanegara University and Washington County, Portland Community College / Portland State University.

Washington County established a task force to prepare training materials to be delivered and transferred to Kutai. Bupati Syaokani agreed to set up a similar task force in Kutai.

Next steps: Preparation for the fourth exchange in February 2003 and the assignment of task force members in January 2003 who will be in-charge of the technical preparation of the program.

Bandung, West Java – Santa Clarita, California

Activities: There was no exchange during this quarter.

LGSP sent a draft consultant report on the new town in Bandung to Santa Clarita for review. In the report, the consultant questions the feasibility of the new town itself. Based on this new development, Santa Clarita invited a high-ranking delegation to come on the next exchange to determine how to proceed with the strategic planning exercise.

Next Steps:

The partners will undertake their fourth exchange in January – February 2003.

The delegation will consist of:

- Obar Sobarna Kosim – Bupati of Bandung
- Yadi Sri Mulyadi – Chairman of Bandung Council
- Abubakar – Head of Bappeda of Bandung
- Cakra Amiyana – Staff of Bappeda of Bandung responsible for designing and building management information system.

Balikpapan, East Kalimantan – Houston, Texas, Area Governments

Activities: Due to the new travel warning by the Embassy, Houston requested that the order of exchanges be reversed; meaning Balikpapan would make a return trip to Houston.

The partners agreed that the agenda for the next exchange would focus on cooperation with the College of the Mainland and the development of workforce certification programs.

Results: The Mayor has approved the concept of a workforce-training program housed in a community college-type institution in Balikpapan. Key staff will now work to promote the idea to the City Council DPRD and start building contacts with the local industries, especially oil companies.

Next steps: Preparation for the third exchange (to Houston) in February 2003. The Balikpapan delegation will include:

- Local polytechnic school representative.
- Labor office of the city.
- Oil industry representative (self-financed).
- Education specialist hired by LGSP

Yogyakarta – Savannah, Georgia

Activities: The partners undertook their third exchange October 13-19, 2002.

The delegates were:

- Edward Clay, Revenue Director
- Cindy Boyette, Management Projects Coordinator
- John Hutton, Development Services Administrator.

Results:

Improving public services: Yogyakarta has drafted a plan, based on recommendations from Savannah, to speed up the building permit process in the city. Pending DPRD approval, this plan could significantly decrease the waiting period for citizens applying for business permits.

Tourism development and management: During their visit, the Savannah delegation toured many of the historic preservation sites in Yogyakarta. The city department of tourism as well as the Centre for Heritage Conservation of Yogyakarta hosted them. During this time, they had numerous discussions with representatives of these groups about potential for future collaboration and ways to highlight the tourist attractions on Yogyakarta for international and domestic tourists. Given that the exchange occurred immediately following the Bali bombings, tourism will obviously pose an even greater challenge to Yogyakarta. As a result, they are looking to attract even more domestic tourists to balance the anticipated loss of foreign tourists.

Next Steps: Preparation for the fourth exchange (to Savannah) February 8-15, 2003. The exchange will focus primarily on tourism and historic preservation and will coincide with the Savannah anniversary celebrations, which will give the delegation the opportunity to observe the techniques used by Savannah in attracting tourists and generating revenue for the city through special events.

The delegation will include:

- Bahtanisyar Basyir – Chairman of Yogyakarta Council
- Felix Kaswanto – Head of Tourism of Yogyakarta
- Emiliana Yulianti – Public Relation Department
- Titi Handayani – Centre for Heritage Conservation of Yogyakarta.

East Kalimantan Province – State of Oregon

See East Kalimantan Regional Initiative (Section B.6).

Global Higher Education Program/Community College Development

Over the course of the implementation of the Resource Cities partnerships in Indonesia, a trend toward creating or enhancing training programs to improve the skills of the labor force has emerged. In four local governments – Balikpapan, Bitung, Kutai, and Yogyakarta – the emphasis on labor force training is either an explicit part of the partnership workplan or a direct offshoot of the plan. Because labor force training in the US is usually a collaborative effort between local governments, educational institutions, and local businesses, LGSPP has identified the need to bring in additional resources to assist the US partners in developing programs with their Indonesian partners.

To this end, LGSPP has proposed in the final workplan to hire two consultants – one Indonesian and one American – to assist the partners in developing sustainable relationships for future cooperation between their communities (see Workplan for details). An initial goal of this assistance will be to develop proposals for funding by the Global Higher Education program, sponsored by USAID. It is anticipated that these proposals will be due in mid-March.

B.2 Association Development

During this quarter, BIGG/LGSPP continued assistance to the associations in three key areas: communications, management capacity building and member services.

Communications

Korwil/Komwil Computer Communications Program: The vastness of Indonesia's archipelago and the lack of a sufficient communications infrastructure has been one of the long-standing problems for active membership involvement in Indonesia's local government associations. In an attempt to improve the city and county associations' ability to solicit member input on a wide range of local government management issues, in December BIGG/LGSPP began distributing computers to establish an Internet communications network between and among the 6 regional offices of the city association and their national office in Jakarta, and similarly for the 29 regional offices of the county association. The communications program includes the purchase and delivery of computers, establishment of internet connections, software training for the 35 regional communications liaisons, and signing of Memoranda of Understanding between the national association leaders and the regional office executives (mayors and bupati). The associations' communications network is expected to be fully operational in February, at which time further technical assistance will be provided to the

associations to help determine protocols for feedback on policy positions so that the advocacy efforts of the national associations will better reflect the opinions of the membership at large, and to enhance information dissemination to the regions.

Organization and Management Capacity

Organization Budget and Finance Review: In November, the League of Oregon Cities (LOC) senior financial staff, teamed with LOC's former Executive Director, to conduct the last formal partnership exchange in Singapore. The exchange addressed organizational management issues with the association executive directors and their key financial management staff. The broad goals of the joint and individual working sessions were to facilitate budget and finance management improvements and link management goal setting to human and fiscal resource planning.

Participants reviewed the role of strategic planning processes with an emphasis on vision, mission, and action plans. That session set the stage for a follow-up session on the role of budgeting relative to an organization's ability to achieve its priority strategies and objectives. Further emphasis was placed on the importance of accounting for all revenues, transparency in financial operations, and the need for financial reports for the director, the board and the membership. Following these joint sessions, the association finance staff spent three days training on the technical aspects of developing an association budget with funds, using standard accounting practices and budget software. The director and APPSI secretariat staff met individually with LOC's former director to discuss a wide range of management issues.

One important immediate result from these sessions was the full endorsement by all association executive directors to support the development of the three participating junior financial management staff to obtain the necessary skills and organizational authorities to develop association budgets. Equally important, these staff are to be allowed to have direct communication with the executive directors to realize the link between budget and organizational planning. While all three junior staff need further development in accounting and budgeting skills sets, they all agreed to hold cooperative meetings on a regular basis to exchange learning and experience on budget and budget reporting. As a first step in this skill development, BIGG/LGSSP provided intermediate/advanced Excel software training for these staff in mid-December. Additional training and support in coming months will include training in double-entry accounting and MYOB budget software. (See recommendations below).

The exchange provided an extensive set of recommendations that serve as a road map for how the associations should proceed to get their financial house in order to build sustainable organizations that are well managed. BIGG/LGSSP will use these recommendations and work with the leadership and staff to ensure that they are used for near-term and long-range goal setting.

Recommendations include:

- Associations should strive to have budget documents for 2003, preferably approved and adopted by their respective boards;
- Associations should prepare and present monthly financial reports to the executive director, and quarterly financial reports to the board of directors;

- Association budgets should include a comparison of individual line items, actual year-to-date figures for both revenue and expenditures;
- Associations should balance their financial reports with their bank account balances;
- Associations need to keep their financial records on a computer accounting system that is capable of generating annual budget reports, and multi-month reports;
- Associations need to enable and support the direct communication between the finance director and the executive director;
- All association finance directors need training and new accounting software as well as double-entry accounting training; and
- Associations need to have an independent, outside verification of their final records – an audit.

Member Services

Annual Conference Follow-Up Working Session: In November, following ICMA’s Annual Conference study tour, Ann Bueche provided in depth training in all aspects of annual conference management, and further training on how to develop and design conferences that feature educational sessions as a key member-driven service. As each of the three associations have unique annual conferences and different staff and membership characteristics, the direct technical assistance was grouped according to association.

Issues addressed during two full days of working meetings with staff included: improving the quality of speakers; overcoming the biggest challenges to a professionally-based conference; improving overall administration and management (including registration and fees); methods of obtaining member input and valued topic selection; and improving moderation skills and fielding question and answer sessions.

The initial results from the meetings with APKASI were the most fruitful. There was agreement to have bupati defray the costs of the conference by paying for the costs of hotel rooms and paying a registration fee paid in advance. In previous years, all costs associated with attendance were born by the association, including the cost of accommodation. Another immediate improvement will be advance payment of annual member dues by wire transfer rather than on-site at the conference. This will assist in the management and collection of revenues as well as having an increased pool of funds from which to finance the conference and improve management of the conference budget.

Lastly, with templates and suggestions from the advisor, APKASI staff developed a new conference registration form, guidelines for speakers, an advertisement directed to potential sponsors, and an improved conference announcement for their newsletter and website. In summary, APKASI has taken to heart the improvement of their conference management and was the only association to follow through on the conference planning timeline established during the study tour at the ICMA Annual Conference.

The working meetings with APEKSI focused on the issue of session topics, soliciting member input through a needs assessment questionnaire, preparing draft roles and responsibilities for staff, initial registration management issues, initial conference budgeting, and timeline for finalizing a conference agenda. Thus far, the area of greatest improvement for APEKSI is in

member input to identify key session topics. Since many APEKSI staff are new and since all junior staff have assignments related to the conference, they may have issues of coordination and overall management. Another potential area for conflict and need for future assistance is with regard to the absence of a conference budget.

As with the other associations, there are some cultural/social issues that will need to be addressed creatively and over time. For example, imposter journalists attend member conferences, which increases the need for an enforced press policy. Controlling the quality of speaker presentations and improving facilitator/moderator skills can be addressed through guidelines and consistent follow up by association staff to ensure high standards.

Lastly, APPSI staff were most interested in overall session management, speaker and moderator guidelines, and general meeting management. During this technical assistance period, they did not identify any issues with conference administration. However, in hindsight, this is probably a concern following their most recent meeting wherein the host governor and province dominated the agenda leaving little ability for APPSI to ascertain or develop member-wide goals or positions.

In practice, APPSI has three full-time staff for all activities and are constantly in a cycle of preparing for the next member meeting, which gives them no time or resources for other basic services. At this time, APPSI and its executive director do not foresee the ability to introduce educational sessions for the membership. Their goal is, at a minimum, to gain control of and better manage conference sessions so as to increase the level of dialogue among all members and the ministries.

While progress is being made by the associations in improving the quality and management of their annual conferences, there are many lessons learned and recommendations for further assistance with the associations:

- Further assistance in the role of moderator/facilitator and facilitation skill development;
- Skill development in needs assessments;
- Training in conference registration databases;
- Skill development in organizing consensus and member input during policy platform and business meetings; and
- Technical assistance in conference budget and finance management.

B.3 Information Dissemination/Innovative Practices

In the final workplan for January – September 2003, LGSPP has proposed hiring a production firm to develop a video and other materials to highlight the results of the Resource Cities Program and to draw out the public diplomacy benefits generated by this type of program. LGSPP will work with USAID to ensure that the materials developed meet their guidelines and reinforce the goals and objectives of USAID and the State Department pertaining to public diplomacy.

B.4 Local Government Training

Samarinda has held a seminar on performance oriented budgeting for all of the other local governments in East Kalimantan, highlighting the benefits of the system. As a result, several of the local governments have expressed informal interest in receiving training from BIGG.

B.5 Joint Activities with Task Order

See Organization and Management Capacity (Section B.2) and Local Government Training (Section B.4).

B.6 East Kalimantan Regional Initiative

Activities: The second exchange took place November 9-16 in Salem, Oregon. The East Kalimantan delegation included:

- Sumanto, Coordinator of East Kalimantan Working Group (EKWG) of the Province.
- Syahrial, Head of Research Department of the Province.
- Rama Asia Kanoen, Bupati of West Kutai and a member of EKWG
- Bachruddin, Head of Bappeda, Planning Office of Kutai Kartanegara and and a member of EKWG.

Henry Sharpe, ICMA consultant on interregional coordination, accompanied the delegation.

During the visit the delegates were welcomed by Governor Kitzhaber and held several meetings with:

- Willamette Restoration Initiative Board Members.
- League of Oregon Cities, Association of Oregon Counties.

They also visited and met different institutions at the State and local level such as:

- Oregon Watershed Enhancement Board, Ken Bierly and Watershed Council Coordinators at OWEB.
- Tillamook State Forest, Tillamook Estuary Performance Partnership (also a tour and presentations).
- McKenzie Watershed Council (about water quality monitoring partnership), at EWEB.

Results: During their discussions with the various watershed councils, associations, and NGOs, the delegates developed a better understanding of the process involved in successful interregional coordination. They now understand more clearly the value of including different stakeholders representing different opinions and interests to build relationships, institutions, and trust

Next Steps: Preparation for a trip by Louise Solliday and Henry Sharpe in March 2003. This trip will seek to build on the lessons learned in Oregon, particularly in looking for ways to develop stakeholder communication and build sustainable cooperation.

B.7 Coordination with Other Local Government Programs

The Asia Foundation: ICMA and The Asia Foundation have continued coordination activities during the quarter. The primary purpose behind this coordination is to more effectively integrate

the IRDA process into the work of the associations. Over time this should assist in maximizing the IRDA findings dissemination network, making the IRDA findings more useful, and obtaining association feedback on findings to help in identifying the focus of the next IRDA assessments based on priority issues.

Center for Local Government Innovation: Several informal coordination meetings were held with CLGI during the quarter. The purpose of these meetings was to discuss ways in which the local government associations can play a constructive role in the formation and future activities of the newly formed CLGI yayasan.

In addition, ICMA has participated in several CLGI-sponsored meetings of their Best Practices Coordination Group during the quarter. ICMA has agreed to play a major role in the development of Indonesian local government best practices and to share these with CLGI for broader dissemination through its website. To this end, ICMA has been invited to sit on the Standards Board for the development of quality materials to include on the website.

Bali Otonomi Expo: From October 3 - 6 Indonesia held its second annual Autonomy Exposition. This year ICMA/USAID sponsored a booth at the Expo, where our Indonesian language publications on local government association building and Resource Cities were prominently displayed. The booth attracted interest from over 400 local government officials from all over the country. ICMA staff were on hand throughout the Expo to answer questions and provide additional information on our programs.

International Foundation for Election Systems (IFES): IFES has provided valuable information to ICMA regarding the types and competencies of Indonesian production companies that are potential partners in the documentation of the Resource Cities program.

National Democratic Institute and IULA: ICMA has had initial discussions with NDI regarding a joint seminar/workshop for the legislative and executive associations that will focus on developing the skills needed for coalition building. The seminar/workshop will take place early in 2003.

C. Challenges/Issues of Concern Affecting Implementation and Actions Taken

In December, the President and Board of Directors of APEKSI removed Abdul Munir as Executive Director for failing to provide leadership in financial management of the association. Dr. Chairunnas Jusuf was appointed as executive director and is expected to serve until May 2004. He has worked part-time for the association for almost a year, however, he has not participated in any of the capacity building programs provided by BIGG/LGSPP. This change of leadership presents some potential challenges for BIGG's program of assistance, however, at this time we feel that with proper coordination and direction we can maintain our good working relationship with APEKSI's Board and President.

The process for obtaining visas for Indonesians (especially males between the ages of 16 and 45) to travel to the US is becoming increasingly difficult and lengthy. BIGG/LGSPP has had participants unable to go on exchanges and entire exchanges postponed due to visas not being

issued on time (despite BIGG/LGSPP's starting the application process up to 2.5 months in advance).

BIGG/LGSPP has made efforts to inform USAID/DLG staff of the visas required and has alerted them to potential problems as early in the application process as possible. In some cases, USAID intervention has expedited the process; however, because much of the delay is due to background checks and waiting periods imposed by the US State Department in Washington, DC, there is often very little BIGG/LGSPP or USAID can do to expedite the process.

To the extent possible, BIGG/LGSPP will work to apply up to 3 months in advance for visas to offer a better guarantee that our Indonesian partners will be able to travel as scheduled. BIGG/LGSPP has alerted all of its Resource Cities partners of the new, lengthier process, and has asked for their assistance in setting exchange dates further in advance.

In addition, BIGG/LGSPP staff mentioned the visa situation to staff of Congressman Earl Blumenauer in Washington, DC as well as to Ambassador Boyce at a debriefing session in August to make them aware of the impact that the application process was having on these programs.

D. Projected Activities for the Next Quarter

D.1 Project Workplan

BIGG/LGSPP will submit a budget realignment to reflect new program activities and staff changes.

D.2 Management

None.

D.3 Resource Cities – Indonesia

See Resource Cities (Section B.1).

D.4 Association Development

See Association Development (Section B.2).

D.5 Information Dissemination/Innovative Practices

- BIGG/LGSPP will continue working with IFES to promote Resource Cities and association activities.
- BIGG/LGSPP will assist with publication and dissemination of association newsletters.

D.6 Local Government Training

Pending and extension of the Task Order, Yogyakarta, Balikpapan, and Samarinda will continue to receive assistance from the CMB component.

D.7 Joint Activities with Task Order

- Budget and Finance Internships for association staff.

Annex 1: Results Matrix

Cooperative Agreement Results Matrix I
The Local Government Support and Partnership Program

International Resource Cities Partnership Activities

Goal 1: Develop the capacity of decentralized and participatory local governments and the organizations that represent them

Objective: To build local government management capacity for improved service delivery

Entries in **BOLD** = new this quarter

<i>Subobjective 1a: Provide practical tools and experiences</i>				
	Conduct diagnostic to determine areas of needed improvement	Provide assistance and/or technical training in local government municipal management	Provide assistance and/or technical training in local government budget and finance	Management tools/techniques adopted by local government officials
TARGET:	<i>Conduct in 9 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Applied in 3 LGUs</i>
STATUS:	Target met	Target exceeded	Target met	Target exceeded
Pasir	Completed	<ul style="list-style-type: none"> • 3 exchanges conducted on forestry legislation, personnel management, and public hearings • Participated/observed public hearings in Coquille (Nov. 2001) • Received training on job descriptions from League of Oregon Cities Local Government Personnel Institute (Nov. 2001) 	Received Budget and Finance Workshops A, B, & C from Task Order	<ul style="list-style-type: none"> • Staff and DPRD have agreed to use advice and input from Coquille in drafting their forestry regulation • Bupati has agreed to implement job description mechanism for reorganizing select departments in the kabupaten • The Kabupaten has developed a Task Force to reorganize the kabupaten based on the training received by the Local Government Personnel Institute in Oregon. They are waiting for the resolution of the splitting of the Kabupaten (budget, staff, land implications) prior to beginning the reorganization. • The Head of Pasir's Forestry Department has recommended designating an area of forest near Gunung Lumut as a protected area. This recommendation is awaiting approval by the Bupati and DPRD.

<i>Subobjective 1a: Provide practical tools and experiences</i>				
	Conduct diagnostic to determine areas of needed improvement	Provide assistance and/or technical training in local government municipal management	Provide assistance and/or technical training in local government budget and finance	Management tools/techniques adopted by local government officials
TARGET:	<i>Conduct in 9 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Applied in 3 LGUs</i>
STATUS:	Target met	Target exceeded	Target met	Target exceeded
Bekasi	Completed	<ul style="list-style-type: none"> • 5 exchanges conducted on transportation planning, human resources, and financial management • Intern from Bekasi spent 2 weeks in Gresham learning double-entry accounting - completed 	<ul style="list-style-type: none"> • Received Budget and Finance Workshops A, B, & C from Task Order • Finance Department received a three-day training course on double-entry accounting 	Implemented recommendations on transportation planning
Bitung	Completed	<ul style="list-style-type: none"> • 5 exchanges conducted on port development/conflict resolution and developing marketing strategies • Bitung staff received training on planning, computer applications, and small enterprise development • 2 training sessions for Bitung staff on: <ul style="list-style-type: none"> - Land use planning - Internet and LAN systems - Business planning • Business plan training was presented to over 100 management students of the Bitung management/economics college, STIE Petra. • Coos Bay Community College has agreed to sign an MOU for future cooperation with STIE Petra. • Bitung received first-hand examples of public participation through observing City Council meetings in Coos Bay 	<ul style="list-style-type: none"> • Received Budget and Finance Workshops A, B, & C from Task Order • The Coos Bay Director of Finance gave a training session on Financial Management to the staff of Bitung. 	Through the process of mediation and conflict resolution, the City of Bitung has conceded that the Port of Bitung is the economic life-blood of the city and that because it is attached to the central government, it will be very difficult for the City to have influence over the Port development plan. To this end, the City has decided to revise their development plan and to relocate the activities originally planned in areas conflicting with the Port plan. A once hostile relationship between the Port and the City is now quite amicable, professional, and constructive.

<i>Subobjective 1a: Provide practical tools and experiences</i>				
	Conduct diagnostic to determine areas of needed improvement	Provide assistance and/or technical training in local government municipal management	Provide assistance and/or technical training in local government budget and finance	Management tools/techniques adopted by local government officials
TARGET:	<i>Conduct in 9 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Applied in 3 LGUs</i>
STATUS:	Target met	Target exceeded	Target met	Target exceeded
Samarinda	Completed	<ul style="list-style-type: none"> • 2 exchanges conducted on citizen participation, financial management, and solid waste • Participated in seminar on water rights conducted by Tigard, Oregon (Jan 2002) 	Received Budget and Finance Workshops A, B, & C from Task Order	<ul style="list-style-type: none"> • The Samarinda DPRD has approved the use of the double entry accounting system for the FY 2003 budget, based on the training from Tigard and the skill level demonstrated by Samarinda Finance Staff. • Both the city administration and the city council have agreed to implement Performance Budget model in the FY 2003. This will take effect in January 2003.
Kutai	Completed	<ul style="list-style-type: none"> • 2 exchanges conducted on forestry, financial management, and hospital staff capacity building • Participated in seminar on water rights conducted by Tigard, Oregon (Jan 2002) • Rumah Sakit Parakesit is in the process of installing 2 heart monitors donated to the hospital by a hospital in Washington County. • Washington County's EMS Field Guide is now being translated and adapted for the hospital personnel in Kutai (Rumah Sakit Parakesit). 	<ul style="list-style-type: none"> • Received Budget and Finance Workshops A, B, & C from Task Order • Hospital training needs assesment completed • Washington County provided training modules for paramedics (translated into Indonesian by LGSP) 	
Bandung	Completed	<ul style="list-style-type: none"> • 3 exchanges conducted on strategic planning (new town planning), tourism development and promotion, information management, and solid waste management • Specially designed training in GIS and new town planning delivered on 2nd exchange. 	Received Budget and Finance Workshops A, B, & C from Task Order	<ul style="list-style-type: none"> • After observing the effectiveness of project teams in Santa Clarita, the Bandung Resource Cities team established project teams of their own to better manage their projects. • Bandung received and is now implementing the same strategic planning process used by Santa Clarita. • The Strategic Planning Process manual used by Santa Clarita has been adopted by Kabupaten Bandung

<i>Subobjective 1a: Provide practical tools and experiences</i>				
	Conduct diagnostic to determine areas of needed improvement	Provide assistance and/or technical training in local government municipal management	Provide assistance and/or technical training in local government budget and finance	Management tools/techniques adopted by local government officials
TARGET:	<i>Conduct in 9 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Applied in 3 LGUs</i>
STATUS:	Target met	Target exceeded	Target met	Target exceeded
Balikpapan	Completed	<ul style="list-style-type: none"> • 2 exchanges conducted on citizen participation and continuing/adult education • The College of the Mainland has provided and overview of the history and process on how the Community College, the local oil industries and the city developed a partnership technical education. • Four cities in the Houston Area have given examples and provided information on their budget and fiscal models and how the different formats are used in relation to the city's urban planning. 	Received Budget and Finance Workshops A, B, & C from Task Order	Balikpapan has appointed a new director of the polytechnic school with the mandate of developing community college model for labor force training.
Yogyakarta	Completed	<ul style="list-style-type: none"> • 2 exchanges conducted on tourism development, financial management, public service management 	<ul style="list-style-type: none"> • Received Budget and Finance Workshops A & B from Task Order • Received 3-day training course in financial management from Savannah 	<ul style="list-style-type: none"> • Yogyakarta has revised their permitting process and is submitted the new plan to the DPRD for approval.
East Kalimantan Province	Completed – waiting for draft report	<ul style="list-style-type: none"> • 1 exchange conducted on water quality testing and interregional management for the Mahakam River Basin 	Assistance in this area not planned	

<i>Subobjective 1a: Provide practical tools and experiences - Continued</i>				
	Budget and finance tools and/or techniques are applied in the local government	Improvements recognized in local government management and administration	Improvements recognized in local service delivery	Service delivery improvements presented as lessons learned/innovative practices
TARGET:	<i>Applied in 3 LGUs</i>	<i>Evidenced by improvements in 6 LGUs</i>	<i>Evidenced by improvements in 2 LGUs</i>	<i>Lessons Learned presented on 8 LGUs</i>
STATUS:	2 targets outstanding	Target exceeded	Target met	8 targets outstanding
Pasir		<ul style="list-style-type: none"> • Pasir is conducting public hearings to review its forestry regulations • Pasir is coordinating with local NGOs in the development of its forestry regulation • Coordination meetings on the drafting of new forestry regulation have been conducted with DPRD members and local NGO-Indigenous groups. • A new multi-stakeholder agreement on the management and governance of forest practices in the local areas has been agreed upon. • The Head of Pasir's Forestry Department has recommended designating an area of forest near Gunung Lumut as a protected area. This recommendation is awaiting approval by the Bupati and DPRD. • Warning letters have been sent to logging companies to stop their operations in the protected forest area. 	The recommendation to make the Gunung Lumut forest a protected area was arrived at through a multi-stakeholder, inclusive process involving businesses, NGOs, and indigenous peoples living in the forest. All stakeholders support the initiative.	1 target outstanding

<i>Subobjective 1a: Provide practical tools and experiences - Continued</i>				
	Budget and finance tools and/or techniques are applied in the local government	Improvements recognized in local government management and administration	Improvements recognized in local service delivery	Service delivery improvements presented as lessons learned/innovative practices
TARGET:	<i>Applied in 3 LGUs</i>	<i>Evidenced by improvements in 6 LGUs</i>	<i>Evidenced by improvements in 2 LGUs</i>	<i>Lessons Learned presented on 8 LGUs</i>
STATUS:	2 targets outstanding	Target exceeded	Target met	8 targets outstanding
Bekasi		<ul style="list-style-type: none"> • Using recommendations and guidance from Gresham, Bekasi decided to locate their new bus terminal in a more strategic area, reducing traffic congestion and easing access for passengers. • Bekasi allocated land for street vendors at the site of the new bus terminal, so they will be able to maintain their business, but will no longer clog the streets. 	<ul style="list-style-type: none"> • Using recommendations and guidance from Gresham, Bekasi decided to locate their new bus terminal in a more strategic area, reducing traffic congestion and easing access for passengers. • Bekasi allocated land for street vendors at the site of the new bus terminal, so they will be able to maintain their business, but will no longer clog the streets. • Through implementing Gresham's recommendations in transportation planning, Bekasi has saved 100 million person hours of commuting time. 	1 target outstanding
Bitung		Through the process of mediation and conflict resolution, the City of Bitung has conceded that the Port of Bitung is the economic life-blood of the city and that because it is attached to the central government, it will be very difficult for the City to have influence over the Port development plan. To this end, the City has decided to revise their development plan and to relocate the activities originally planned in areas conflicting with the Port plan. A once hostile relationship between the Port and the City is now quite amicable, professional, and constructive.		1 target outstanding

<i>Subobjective 1a: Provide practical tools and experiences - Continued</i>				
	Budget and finance tools and/or techniques are applied in the local government	Improvements recognized in local government management and administration	Improvements recognized in local service delivery	Service delivery improvements presented as lessons learned/innovative practices
TARGET:	<i>Applied in 3 LGUs</i>	<i>Evidenced by improvements in 6 LGUs</i>	<i>Evidenced by improvements in 2 LGUs</i>	<i>Lessons Learned presented on 8 LGUs</i>
STATUS:	2 targets outstanding	Target exceeded	Target met	8 targets outstanding
Samarinda	<ul style="list-style-type: none"> DPRD has directed local government staff to implement performance-oriented budgeting in at least 40% of the departmental budgets for fiscal year 2003 (The percentage of the budget has been increased to 100%) The Samarinda DPRD has approved the use of the double entry accounting system for the FY 2003 budget, based on the training from Tigard and the skill level demonstrated by Samarinda Finance Staff. Both the city administration and the city council have agreed to implement Performance Budget model in the FY 2003. This will take effect in January 2003. 	<ul style="list-style-type: none"> Several city departments have started using the performance budget model. Departments are now able to show more tangible performance targets, and some department have identified weaknesses and changes needed. 		1 target outstanding
Kutai				1 target outstanding
Bandung		After observing the effectiveness of project teams in Santa Clarita, the Bandung Resource Cities team established project teams of their own to better manage their projects.		1 target outstanding
Balikpapan				1 target outstanding
Yogyakarta		Yogyakarta has drafted a plan, based on recommendations from Savannah, to speed up the building permit process in the city. Pending DPRD approval, this plan could significantly decrease the waiting period for citizens applying for business permits.		1 target outstanding

<i>Subobjective 1a: Provide practical tools and experiences - Continued</i>				
	Budget and finance tools and/or techniques are applied in the local government	Improvements recognized in local government management and administration	Improvements recognized in local service delivery	Service delivery improvements presented as lessons learned/innovative practices
TARGET:	<i>Applied in 3 LGUs</i>	<i>Evidenced by improvements in 6 LGUs</i>	<i>Evidenced by improvements in 2 LGUs</i>	<i>Lessons Learned presented on 8 LGUs</i>
STATUS:	2 targets outstanding	Target exceeded	Target met	8 targets outstanding
East Kalimantan Province		<ul style="list-style-type: none"> • East Kalimantan Working Group (EKWG) established. • East Kalimantan Working Group held a meeting with other stakeholders (TNC) and is truly functioning as a coordination body to discuss natural resource management (June 2002). 		1 target outstanding

Subobjective 1b: Promote information sharing and public diplomacy

	Press release produced and disseminated, and/or media contacted	Exchange event(s) covered in the media	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)
TARGET:	<i>1 press release on 9 LGUs</i>	<i>Media coverage of 9 LGUs</i>	<i>Facilitation of 2 public exchanges</i>
STATUS:	Target exceeded	Target exceeded	Target exceeded
Pasir	<ul style="list-style-type: none"> 1 press release prepared 	<ul style="list-style-type: none"> 4 articles published in Kaltim Post TV Coverage of Pasir delegation attendance at Coquille city council meeting 1 article published in Manuntung, local newspaper (June 2002) Results of the multi-stakeholders agreement of the new management of forest practices have been published and disseminated in series of articles at the local paper <i>Kaltim Post</i>. 	<ul style="list-style-type: none"> Pasir delegates attended Rotary Club meeting in Coquille (Nov 2001) BIGG/LGSPP continues to facilitate contacts between Pasir officials and East Kalimantan Rotarians in order to receive assistance promised by Coquille Rotary Club BIGG/LGSPP partnership manager spoke about Indonesia to a group of junior high school students in Coquille (Nov 2001) Extensive meetings with local communities and local NGOs on community-forestry issues with Oregon delegates during the third exchange (June 2002) Oregon delegates shared information with other state institutions related to forestry. They have started making contact with other state and federal agencies through their own network (June 2002). Results of inclusive forestry planning process presented to national and Asean workshops in Jakarta and Bangkok. UK Department of Forestry gave a grant to support related forestry project)
Bekasi	Bekasi Staff contacted local news media	<ul style="list-style-type: none"> 2 articles in Gresham newspaper 1 article in Bekasi newspaper 1 article in Bekasi magazine 	
Bitung	BIGG/LGSPP contacted TVRI to inform them of MOU signing	<ul style="list-style-type: none"> BIGG Partnership manager interviewed on Oregon regional television (KCBY Television) The MOU signing between STIE Petra and Coos Bay Community College was covered by TVRI Manado Mayor of Bitung was the co-Marshall with the Mayor of Coos Bay in the Fun Festival Parade in Coos Bay, September 2002. 	<ul style="list-style-type: none"> Bitung delegates attended Rotary Club Meetings in Coos Bay (Nov 2001, March 2002, September 2002) BIGG/LGSPP continues to facilitate contacts between Bitung officials and Manado/Sulawesi Rotarians in order to receive assistance promised by Coos Bay Rotary Club

<i>Subobjective 1b: Promote information sharing and public diplomacy</i>			
	Press release produced and disseminated, and/or media contacted	Exchange event(s) covered in the media	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)
TARGET:	<i>1 press release on 9 LGUs</i>	<i>Media coverage of 9 LGUs</i>	<i>Facilitation of 2 public exchanges</i>
STATUS:	Target exceeded	Target exceeded	Target exceeded
Samarinda	<ul style="list-style-type: none"> BIGG/LGSPP staff coordinated with IFES and TVRI to schedule television appearance 	<ul style="list-style-type: none"> 5 articles published in Kaltim Post and Samarinda Post Samarinda staff on TVRI twice Samarinda delegates on Tigard local TV while attending city council meeting (June 2002) Press conference to explain the results of the previous exchange to Oregon and the next steps in preparation for the next exchange from Oregon to Samarinda. Two articles in Samarinda Post. Several articles about Tigard visit in Kaltim Post and Samarinda Post. 	
Kutai	<ul style="list-style-type: none"> BIGG/LGSPP staff coordinated with IFES and TVRI to schedule television appearance 	<ul style="list-style-type: none"> 7 articles published in Kaltim Post and Kutai Baru Kutai staff on TVRI twice Press conference to explain the results of the previous exchange to Oregon and the next steps in preparation for the next exchange from Oregon to Samarinda. the next exchange from Oregon to Samarinda. One article in Kutai Baru Post. Several articles about Washington County visit in Kaltim Post. An article in the Oregonian about the partnership and MOU signing when Bupati Syaunkani made his trip to Washington County. 	<ul style="list-style-type: none"> Proposal for continuing education institute developed for partnership between Portland Community College and Kutai Kertanegara University (June 2002) Washington County-based medical supply company has offered some used medical equipment for Kutai. An MOU signed between Washington County, Portland State University, Portland Community College and Kabupaten Kutai Kartanegara, Kutai Kertanegara University. Another MOU also signed on public health management improvement program.
Bandung	BIGG/LGSPP contacted media to inform them of Santa Clarita visit.	<ul style="list-style-type: none"> 1 article in Pikiran Rakyat Santa Clarita delegates interviewed on local radio station (RASE FM) on 1st Exchange Vice Bupati gave a speech at the council meeting in Santa Clarita (broadcasted on live television) Santa Clarita delegates interviewed on local radio station (MARA FM) on August 2002 – 3rd Exchange Santa Clarita delegates met with the US Ambassador to Indonesia 	<ul style="list-style-type: none"> Santa Clarita delegates presented a lecture on local government in the U.S. to student and faculty from Bandung Institute of Technology (ITB) and Institut Teknis Nasional (ITENAS) in Bandung (Jan 2002)

<i>Subobjective 1b: Promote information sharing and public diplomacy</i>			
	Press release produced and disseminated, and/or media contacted	Exchange event(s) covered in the media	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)
TARGET:	<i>1 press release on 9 LGUs</i>	<i>Media coverage of 9 LGUs</i>	<i>Facilitation of 2 public exchanges</i>
STATUS:	Target exceeded	Target exceeded	Target exceeded
Balikpapan	BIGG/LGSP staff contacted media about Houston area governments' visit	<ul style="list-style-type: none"> 1 article in Kompas, 1 in Kaltim Post and 1 in local paper (June 2002). Meet the press discussion with Houston delegates during the meeting with the Mayor of Balikpapan. Direct discussion with Houston delegates (June 2002). 	<ul style="list-style-type: none"> A proposal for a partnership between Community College of the Mainland (Texas City) and Balikpapan Polytechnic School has been drafted. A proposal for consulting work from Port Authority of Houston to Balikpapan to design and arrange its new port development. The Port Authority of Houston agreed to provide technical assistance for Balikpapan's new industrial port development.
Yogyakarta	<ul style="list-style-type: none"> Press release prepared by U.S. Embassy with assistance and information from BIGG/LGSP BIGG/LGSP staff coordinated with IFES and TVRI to schedule television appearance 	<ul style="list-style-type: none"> 2 articles published in Kompas and Jakarta Post TV coverage of MOU signing (with U.S. Ambassador) Yogyakarta and Savannah staff on TVRI Mayor of Yogyakarta was introduced at an official Press Conference in City Hall in Savannah Mayor of Yogyakarta gave a speech at a formal council meeting in Savannah 	<ul style="list-style-type: none"> Savannah delegates presented a lecture on local government in the U.S. to students at Gadjah Mada University (March 2002) U.S. Ambassador Ralph Boyce attended MOU signing between Yogyakarta and Savannah (March 2002) Yogyakarta has invited the Yogyakarta Centre of Heritage Conservation - funded by Ford Foundation – to join the Resource Cities Partnership.
East Kalimantan Province	<ul style="list-style-type: none"> BIGG/LGSP staff coordinated with IFES and TVRI to schedule television appearance Agreement reached with the Chairman of local PWI (Indonesian Association of Journalists) to assist in the development of a TV series for the partnerships and regional initiative in East Kalimantan. 	<ul style="list-style-type: none"> Province, Samarinda and Kutai staff on TVRI to discuss interregional cooperation 	<ul style="list-style-type: none"> East Kalimantan Working Group held a meeting with other stakeholders (TNC) and is truly functioning as a coordination body to discuss natural resource management (June 2002). Membership of the EKWG has been expanded to include the Water Forum and Forest Forum, which comprise a wide spectrum of stakeholders from NGOs, Universities, Businesses, Local Governments, and donor projects.

<i>Subobjective 1c: Promote inter-governmental coordination in one functional area in the province of East Kalimantan</i>						
	Provide assistance and/or technical training in regional governmental management and coordination	Increase opportunities for regional networking and mutual understanding of common issues	Produce framework for institutionalized or continued regional collaboration	Produce policy papers/drafts on issues for regional cooperation	Improvements recognized in coordination/ collaboration between local governments on regional policies/issues	Improvements presented as lessons learned
TARGET:	<i>Conduct Diagnostic</i>	<i>Conduct in 1 province</i>	<i>Evidenced by 1 improvement/opportunity</i>	<i>Produce 1 framework document</i>	<i>Produce 1 policy paper</i>	<i>Lessons learned presented on 1 province</i>
STATUS:	Target exceeded	Target met	Target met	1 target outstanding	Target met	1 target outstanding
East Kalimantan Regional Initiative	<ul style="list-style-type: none"> Initial scoping mission conducted, draft report and recommendations prepared Detailed working plan and overall agenda prepared and agreed. 	<ul style="list-style-type: none"> East Kalimantan Working Group held a meeting with other stakeholders (TNC) and is truly functioning as a coordination body to discuss natural resource management (June 2002). EKWG hosted a visioning workshop for the larger Mahakam River Basin community. Improved relationships among delegates during the trip to Oregon, between Bupati Rama Asia of West Kutai, Bachruddin of Kutai Kartanegara, and Sumanto, the Province EKWG coordinator. 	<ul style="list-style-type: none"> East Kalimantan Working Group has formally been established with Governor's decree. The framework was prepared and adopted. 	<ul style="list-style-type: none"> 1 target outstanding. Draft proceedings and results from the visioning workshop outline the issues and steps needed to improve regional cooperation. 	<ul style="list-style-type: none"> Communication among officials of cities/ kabupatens with the Province has started. More office letters, memos, etc. flow between those officials. The province has agreed to allow key staff to participate in a "road show" to "socialize" the results of the visioning workshop to the local governments in the Mahakam River Basin. 	1 target outstanding

<i>Subobjective 1d: Promote sustainable partnerships</i>				
	Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships	Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)	Increase opportunities for regional networking and mutual understanding of common issues
TARGET:	<i>Established in 8 LGUs</i>	<i>Evidenced by 3 LGUs</i>	<i>Facilitation of 2 public exchanges</i>	<i>Evidenced by 1 improvement/opportunity</i>
STATUS	Target met	Target exceeded	Target exceeded	Target exceeded
Pasir	<p>Completed</p> <p>The Oregon Bureau of Land Management has agreed to provide computers to the Pasir Department of Forestry.</p>	<ul style="list-style-type: none"> E-mail exchanges have continued between Oregon foresters and their Pasir counterparts (using personal e-mail account of Pasir's). Both Balikpapan and Pasir are now trying to have an in-house English training program for their staff to improve communication with their U.S. partners. 	<ul style="list-style-type: none"> Pasir delegates attended Rotary Club meeting in Coquille (Nov 2001) BIGG/LGSPS continues to facilitate contacts between Pasir officials and East Kalimantan Rotarians in order to receive assistance promised by Coquille Rotary Club BIGG/LGSPS partnership manager spoke about Indonesia to a group of junior high school students in Coquille (Nov 2001). Oregon delegates spoke to local villagers, community leaders and NGOs in Pasir and have agreed to facilitate further contacts with similar organizations in the US. Grants provided by UK for a community based and sustainable forestry program to sustain the current achievements. 	<ul style="list-style-type: none"> Results of the exchange were shared with other natural resource stakeholders during meetings with NRM/EPIQ during a preparation meeting for inter-jurisdiction forestry meeting of East Kalimantan in July 23-24 in Samarinda. Pasir's Head of Forestry Department has contacted his junior classmate who is a member of the EKWG, and invited him to meet with the Coquille forestry delegation to make the EKWG aware of the work being done in Pasir. Pasir's Head of Forestry Department is also planning to contact Assistant IV of the Province, who initiated EKWG, to ask his support and advice for developing a similar working group in Pasir. He also wants to invite the Province's EKWG to participate in this local working group to improve coordination in the Province. A new multi-stakeholder agreement on the management and governance of forest practices in the local areas has been agreed upon. The collaborative process used in reaching the multi-stakeholder agreement in Pasir has been presented as a Best Practice at workshops in Jakarta and Bangkok.
Bekasi	Completed	<ul style="list-style-type: none"> Bekasi and Gresham have contacted each other via e-mail 		

<i>Subobjective 1d: Promote sustainable partnerships</i>				
	Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships	Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)	Increase opportunities for regional networking and mutual understanding of common issues
TARGET:	<i>Established in 8 LGUs</i>	<i>Evidenced by 3 LGUs</i>	<i>Facilitation of 2 public exchanges</i>	<i>Evidenced by 1 improvement/opportunity</i>
STATUS	Target met	Target exceeded	Target exceeded	Target exceeded
Bitung	Completed	<ul style="list-style-type: none"> • Bitung and Coos Bay are in regular e-mail and written (letter) contact • A Memorandum of Understanding (MOU) for cooperation between the Business Development Center (BDC) of Southwestern Oregon Community College and STIE Petra was signed by Mr. Jon Richards, BDC Director, and Mr. Bobby Dungair, CEO/Founder of STIE Petra 	<ul style="list-style-type: none"> • Bitung delegates attended Rotary Club Meetings in Coos Bay (Nov 2001, March 2002, September 2002) • BIGG/LGSPP continues to facilitate contacts between Bitung officials and Manado/Sulawesi Rotarians in order to receive assistance promised by Coos Bay Rotary Club 	<ul style="list-style-type: none"> • Bitung staff participated in ICMA Annual Conference to learn more on Reducing Conflict in Local Government (September 2002)
Samarinda	Completed	<ul style="list-style-type: none"> • Ongoing e-mail exchange after returning from Oregon. • Samarinda's finance director has begun practicing his English in an effort to be able to communicate with his colleagues in Oregon. • An Indonesian living in Tigard has volunteered to provide translation services to the City of Tigard. • Tigard finance staff made their presentation, attended Samarinda double-entry accounting training, gave text books on accounting, and offered technical support to the author of the Samarinda text book. 	<ul style="list-style-type: none"> • The Director of Finance from Samarinda met with the Bank of America during his visit in Oregon to discuss options for Samarinda to convert their payment system to an automated system. During the discussions, the BOA representative gave the Director several ideas for streamlining the existing payment process in Samarinda that would expedite payments even without automating the system. The Director has subsequently had discussions with Bank Pembangunan Daerah (BPD) in Samarinda about developing a partnership with BOA to improve the automation of BPD. At this point, it is unclear what the nature of the partnership might be, therefore BIGG/LGSPP will follow up with both parties to get the details. • The new online transfer system will be implemented in 2003. 	<ul style="list-style-type: none"> • Participated in (and hosted) seminar on water rights conducted by Tigard, Oregon (Jan 2002) • DPRD Member is regular presenter and facilitator on performance-oriented budgeting at BIGG workshops and conferences • Improved communication between Samarinda's Director of Finance and the Chairman of Budget Committee of DPRD/City on the discussion of the city's budget process. They are now engaged in common endeavor to promote the change to double-entry accounting practice, and they both facilitate the discussions among council members and city officials.

<i>Subobjective 1d: Promote sustainable partnerships</i>				
	Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships	Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)	Increase opportunities for regional networking and mutual understanding of common issues
TARGET:	<i>Established in 8 LGUs</i>	<i>Evidenced by 3 LGUs</i>	<i>Facilitation of 2 public exchanges</i>	<i>Evidenced by 1 improvement/opportunity</i>
STATUS	Target met	Target exceeded	Target exceeded	Target exceeded
Kutai	Completed	<ul style="list-style-type: none"> • Ongoing e-mail exchange after returning from Oregon. • Proposal for continuing education institute developed for partnership between Portland Community College and Kutai Kertanegara University • Rumah Sakit Parakesit is in the process of installing 2 heart monitors donated to the hospital by a hospital in Washington County. 	<ul style="list-style-type: none"> • A Washington County medical supply company has offered to send a list of additional excess supplies that Kutai can take if they need. • Washington County has provided medical books to the local library 	<ul style="list-style-type: none"> • Participated in seminar on water rights conducted by Tigard, Oregon (Jan 2002).
Bandung	Completed	<ul style="list-style-type: none"> • Bandung and Santa Clarita are in regular e-mail contact • Santa Clarita has set up a Web-based forum to exchange ideas and enhance communication between the two partners - http://forums.delphiforums.com/kabupaten 	<ul style="list-style-type: none"> • Santa Clarita delegates presented a lecture on local government in the U.S. to student and faculty from Bandung Institute of Technology (ITB) and Institut Teknis Nasional (ITENAS) in Bandung (Jan 2002) 	
Balikpapan	Completed	<ul style="list-style-type: none"> • Both Balikpapan and Pasir are now trying to have an in-house English training program for their staff to improve communication with their U.S. partners. • Balikpapan and the Houston area governments are in consistent communication with one another. 	<ul style="list-style-type: none"> • BP-Texas plant manager has agreed to initiate contact with BP-Indonesia to potentially support Balikpapan in the process of establishing a local community college with a technology certification program. • Unocal of Balikpapan agreed to participate in this program and will attend the next exchange self-financed. 	<ul style="list-style-type: none"> • Participated in seminar on water rights conducted by Tigard, Oregon (Jan 2002). • Balikpapan has initiated a dialogue among local education institutions to work together to establish a local community college. • BIGG/LGSPP is seeking alternative funding through ALO-USAID Program for Global Higher Education. • Promotion of community college concept to the city council members, industry associations, and multi-national companies.

<i>Subobjective 1d: Promote sustainable partnerships</i>				
	Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships	Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)	Increase opportunities for regional networking and mutual understanding of common issues
TARGET:	<i>Established in 8 LGUs</i>	<i>Evidenced by 3 LGUs</i>	<i>Facilitation of 2 public exchanges</i>	<i>Evidenced by 1 improvement/opportunity</i>
STATUS	Target met	Target exceeded	Target exceeded	Target exceeded
Yogyakarta	Completed		<ul style="list-style-type: none"> Savannah delegates presented a lecture on local government in the U.S. to students at Gadjah Mada University (March 2002) U.S. Ambassador Ralph Boyce attended MOU signing between Yogyakarta and Savannah (March 2002) 	
East Kalimantan Province	Assistance not planned in this area	<ul style="list-style-type: none"> E-mail exchanges continue between Oregon partners and their counterparts (using personal e-mail account). 	<ul style="list-style-type: none"> East Kalimantan Water Forum is underway to be established and could be a counterpart of EKWG for broader stakeholder involvement beyond the current partnership format. EK Water Forum formally established in October as a counterpart to EKWG focusing on the technical hydrological issues of the river. Forestry Forum of EK also established 	<ul style="list-style-type: none"> Participated in seminar on water rights conducted by Tigard, Oregon (Jan 2002) Participated in seminar on water resource management on World Water Day event in Samarinda conducted by Mulawarman University. Membership of the EKWG has been expanded to include representatives from the newly established water and forestry forums.

Cooperative Agreement Results Matrix II
The Local Government Support and Partnership Program

Association Capacity-Building Activities

Goal 1: Develop the capacity of decentralized and participatory local governments and the organizations that represent them

Objective: To establish effective, representative, and independent local government associations

Entries in **BOLD** = new this quarter

<i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i>		
Indicator	Target and Status	Progress through September 30, 2002
Train and/or assist association leadership and staff in advocacy concepts and techniques	5 of 4 targets met	<ul style="list-style-type: none"> • Assisted in formulation of position statement on Laws 22 & 25 for APEKSI, APKASI, APPSI (June 2001) • Introduced advocacy concepts/techniques during 1st LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI) • Workshop: Advocacy & Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI) • Staff “credentialed” in advocacy skills: strategy development, staffing policy committees, mobilizing, and instructing members on advocacy (April 2002) (APEKSI, APKASI, APPSI) • Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5th LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)
Train and/or assist association leadership and staff on formal and informal avenues for advocacy at the national level	4 of 4 targets met	<ul style="list-style-type: none"> • Assisted in formulation of position statement on Laws 22 & 25 for APEKSI, APKASI, APPSI (June 2001) • Introduced advocacy concepts/techniques during 1st LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI) • Workshop: Advocacy & Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI) • Staff “credentialed” in advocacy skills: strategy development, staffing policy committees, mobilizing, and instructing members on advocacy (April 2002) (APEKSI, APKASI, APPSI)

<i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i>		
Indicator	Target and Status	Progress through September 30, 2002
Train and/or assist association leadership in establishing a process to develop policy positions and arguments	4 of 4 targets met	<ul style="list-style-type: none"> • Introduced policy committee concepts and techniques during 1st LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI) • Workshop: Advocacy & Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI) • Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5th LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI) • Workshop: Executive directors and board members instructed on the elements of a legislative strategy development plan/process during 5th LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)
Train and/or assist association in understanding various methods of obtaining membership participation and/or input in advocacy positions	5 of 4 targets met	<ul style="list-style-type: none"> • Introduced concepts/techniques during 1st LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI) • Workshop: Advocacy & Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI) • Staff “credentialed” in advocacy skills: strategy development, staffing policy committees, mobilizing, and instructing members on advocacy (April 2002) (APEKSI, APKASI, APPSI) • Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5th LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI) • Workshop: Executive directors and board members instructed on the elements of a legislative strategy development plan/process that includes membership participation during 5th LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)
Association advocates at the national level	2 of 3 targets met APEKSI 3 of 3 targets met APKASI	<ul style="list-style-type: none"> • APEKSI and APKASI present autonomy position statements to Vice President Haz following the Autonomy Expo (October 2001) • APKESI and APKASI present position statements on Law 22 & 25 before Komisi II (March 2002) • APKASI presents position statements on Govt. Reg. No. 34/2002 on forestry use and management before Komisi III public hearing (Nov. 19, 2002).
Association identifies key coalition partners (single issue or standing coalitions)	3 of 2 targets met	<ul style="list-style-type: none"> • APEKSI, APKASI, APPSI identify and list potential coalition partners during Advocacy & Coalition Building Workshop (Dec. 2002) (APEKSI, APKASI, APPSI) • Entire Boards of APEKSI, APKASI, APPSI held first tripartite coalition meeting addressing Law 22 (Jan. 2002) • APKESI, APKASI, APPSI, ADEKIS, ADKASI present united position before the Ministry of Home Affairs meeting addressing draft PP to regulate, evaluate, dissolve the associations (Nov. 5, 2002)
Association conducts advocacy activities as part of a coalition	2 of 2 targets met	<ul style="list-style-type: none"> • APEKSI, ADEKSI, APKASI and ADKASI build advocacy coalition and jointly present positions on revision of Law 22 in 4 separate meetings before the PKB, Reform, PPP, and Golkar Fractions (Feb. 2002) • APKESI, APKASI, APPSI, ADEKIS, ADKASI present united position before the Ministry of Home Affairs meeting addressing draft PP to regulate, evaluate, dissolve the associations (Nov. 5, 2002)

<i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i>		
Indicator	Target and Status	Progress through September 30, 2002
Association policy developed using membership participation/input	2 of 2 targets met APKASI	<ul style="list-style-type: none"> • Association vets policy position statement on revision of Law 22 before full membership at National Working Meeting and receives input and approval (May 2002) (APKASI) · APKASI and 9 member regencies present position statements on Govt. Reg. No. 34/2002 on forestry use and management before Komisi III public hearing (Nov. 19, 2002)
Association advocates on behalf of its members	3 of 2 targets met APEKSI 4 of 2 targets met APKASI	<ul style="list-style-type: none"> • APEKSI and APKASI present autonomy position statements to Vice President Haz following the Autonomy Expo (October 2001) • APKESI and APKASI present position statements on Law 22 & 25 before Komisi II (March 2002) • APEKSI and APKASI successfully petition to have association representation on the Ministry's "Small Team for Initiating the Revision of Law 22/1999." · APKASI presents position statements on Govt. Reg. No. 34/2002 on forestry use and management before Komisi III public hearing (Nov. 19, 2002)

<i>Subobjective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability</i>		
Indicator	Target and Status	Progress through December 31, 2002
Train and/or assist association in concepts of business plan development, including transparent financial management systems	2 of 3 targets met	<ul style="list-style-type: none"> • Workshop: Association Business Plan Development (Sept. 2001) (APEKSI, APKASI, APPSI) • Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for annual transparent budget processes, including identifying improvements in budgeting/reporting systems and new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI)
Train and/or assist association in developing/diversifying/stabilizing sources of revenue	3 of 3 targets met	<ul style="list-style-type: none"> • Workshop: Association Business Plan Development (Sept. 2001) (APEKSI, APKASI, APPSI) • Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for annual transparent budget processes, including identifying improvements in budgeting/reporting systems and new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI) • Workshop: Sponsors, Exhibitors, and Marketing for Your Annual Conference (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI)
Train and/or assist association in improving marketing capabilities	3 of 3 targets met for APEKSI, APKASI 2 of 3 targets met for APPSI	<ul style="list-style-type: none"> • Technical assistance: Preparation of membership services flyer distributed to members at BIGG regional conference (Jan/Feb. 2002) (APEKSI, APKASI) • Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for annual transparent budget processes, including identifying and marketing new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI) • Workshop: Sponsors, Exhibitors, and Marketing for Your Annual Conference (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI)
Train and/or assist association in improving internal management and personnel systems	3 of 3 targets met	<ul style="list-style-type: none"> • Working session: Developing association's strategic plan and organizational priorities using the Milestone Index (April 2001) (APEKSI, APKASI, APPSI) • Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for transparent annual budget processes, including identifying improvements in budgeting/reporting systems and new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI) • Workshop: Position Descriptions and Their Use in Organizational Management (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI)

<i>Subobjective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability</i>		
Indicator	Target and Status	Progress through December 31, 2002
Train and/or assist association in defining the roles, responsibilities and authorities of the board, executive director and staff	5 of 3 targets met	<ul style="list-style-type: none"> • Technical assistance: LOC executive director worked with directors on improvements to roles, responsibilities, authorities during 4th LOC exchange (March 2002) • Working session: Board and Executive Roles and Responsibilities during 4th LOC exchange (March 2002) • Training: Oregon Association of School Board conducts training on improving board and executive roles and responsibilities, and goal setting during 5th LOC exchange (Sept. 2002) (APEKSI, APKASI, APPSI) • Executive directors and board members trained in the role of Board of Directors meetings and association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5th LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI) • Workshop: Position Descriptions and Their Use in Organizational Management (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI)
Association adopts and/or implements one or more transparent financial management systems	1 target outstanding	
Association improves its development of diverse and stable sources of revenue	1 target outstanding	
Association improves its marketing capacity	1 target outstanding	
Association improves its internal management and personnel systems	1 of 1 target met	<ul style="list-style-type: none"> • Association develops position descriptions and an internal organizational chart for association secretariat office and staff (Oct. 2002) (APEKSI, APKASI, APPSI)
Association improves understanding and functioning of the roles, responsibilities, and authorities of the board, executive director, and staff	1 target met for APEKSI, 1 target outstanding for APKASI	<ul style="list-style-type: none"> • APEKSI Executive Director gets approval from full membership for restructured Board of Directors and increased roles of the regional offices, in order to obtain more involvement from the leadership and representation from the membership (July 2002 Annual Working Meeting)

<i>Subobjective 1c: Improve two-way communication between associations and their members</i>		
Indicator	Target and Status	Progress through December 31, 2002

<i>Subobjective 1c: Improve two-way communication between associations and their members</i>		
Indicator	Target and Status	Progress through December 31, 2002
Train and/or assist the association in increasing membership involvement/input/participation	4 of 4 targets met	<ul style="list-style-type: none"> • Training: Using the Media & Other Methods for Reaching Your Members (July 2001) (APEKSI, APKASI, APPSI) • Training & Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI) • Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5th LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI) • Workshop: Conference Planning and Design, including methods of ensuring that professional development sessions are based on member input. (ICMA study tour Sept. 2002) (APEKSI, APKASI, APPSI)
Train and/or assist the association in increasing/improving its membership communications methods	7 of 4 targets met	<ul style="list-style-type: none"> • Training: Using the Media & Other Methods for Reaching Your Members (July 2001) (APEKSI, APKASI, APPSI) • Training: How to Write Press Releases (Sept. 2001) (APEKSI, APKASI, APPSI) • Training & Technical Assistance: Association Newsletter Development (Nov. 2001, Jan. 2002) (APEKSI, APKASI, APPSI) • Training & Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI) • Training & Technical Assistance: Web site development (April 2002) (APEKSI, APKASI, APPSI) • Training & Technical Assistance: Staff trained in Access software and membership databases creation/management (Jan-May 2002) (APEKSI, APKASI, APPSI) • Training: Journalistic Writing Skills Development for staff (August 2002) (APEKSI, APKASI, APPSI)
Train and/or assist the association in recognizing excellence in local government management and leadership	2 of 4 targets met	<ul style="list-style-type: none"> • Training & Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI) • Training & Technical Assistance: CMAG exchange on Best Practices Programs for associations (June 2002) (APEKSI, APKASI, APPSI)
Association increases/improves membership involvement and participation	1 target outstanding	
Association increases/improves its membership communications methods	3 of 3 targets met	<ul style="list-style-type: none"> • APEKSI, APKASI, APPSI developed and distributed first membership newsletters (Dec./Jan. 2002) • APEKSI, APKASI web site content and layout improved (April/June 2002) • APEKSI, APKASI, APPSI improved and/or initiated membership database for dissemination and advocacy purposes (May-June 2002)
Association increases/improves programs that recognize excellence in local government management and leadership	1 target outstanding	

<i>Subobjective 1d: Strengthen association service delivery to their membership in order to improve local government service delivery</i>		
Indicator	Target and Status	Progress through December 31, 2002
Train and/or assist the association in preparing an annual member meeting that includes training opportunities for local government officials	1 of 3 targets met	· Workshop: Conference Planning and Design, including methods of ensuring that professional development sessions are based on member input and needs. (ICMA study tour Sept. 2002) (APEKSI, APKASI, APPSI)
Train and/or assist the association in preparing orientation programs/materials for newly-appointed or elected government officials	3 targets outstanding	
Train and/or assist the association in the development and dissemination of local government management best practices	2 of 3 targets met	<ul style="list-style-type: none"> • Training & Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI) • Training & Technical Assistance: CMAG exchange on Best Practices Programs for associations (June 2002) (APEKSI, APKASI, APPSI)
Train and/or assist the association in serving as a liaison for local government technical assistance resources	2 of 3 targets met	<ul style="list-style-type: none"> • Local Government Budget and Finance Internships institutionalize the association's capacity in delivery of technical assistance and in serving as liaison for members (March 20002-Feb. 2003) (APEKSI, APKASI, APPSI) • Presentation & Dialogue: Principles of Funding Formulas (August 2002) (APEKSI, APKASI, APPSI)
Association conducts training opportunities for local government officials/members	1 target outstanding	
Association assists newly-appointed or elected government officials in understanding their roles and responsibilities	1 target outstanding	
Association develops and disseminates local government management best practices	2 targets outstanding	
Association serves as a liaison for local government technical assistance resources	1 target outstanding	

Annex 2: Financial Information

Annex 3: Deliverables Submitted

Deliverables Submitted

Entries in **BOLD** = new this quarter

Title	File Type	Date Submitted to USAID	Format
“Pemda Sukses” Local Government Support and Partnership Program Quarterly Report October 1, 2000–December 31, 2000	Quarterly Report	February 28, 2001	E-mail
“Building Institutions for Good Governance” Local Government Support and Partnership Program Quarterly Report January 1, 2001–March 31, 2001	Quarterly Report	May 30, 2001	E-mail and hard copy
“Building Institutions for Good Governance” Local Government Support and Partnership Program in Indonesia <i>USAID Quarterly Report – 2nd Quarter 2001</i>	Quarterly Report	August 14, 2001	Hard copy
“Building Institutions for Good Governance” Local Government Support and Partnership Program Quarterly Report July 1, 2001–September 30, 2001	Quarterly Report	December 31, 2001	Hard copy
“Building Institutions for Good Governance” Local Government Support and Partnership Program Quarterly Report October 1 – December 31, 2001	Quarterly Report	February 4, 2002	Hard copy
“Building Institutions for Good Governance” Local Government Support and Partnership Program Quarterly Report January 1–March 31, 2002	Quarterly Report	May 10, 2002	Hard copy
“Building Institutions for Good Governance” Local Government Support and Partnership Program Quarterly Report April 1–June 30, 2002	Quarterly Report	July 31, 2002	Hard copy
Memorandum of Understanding between ICMA and APEKSI	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and APEKSI	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and APKASI	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and APPSI	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and Kabupaten Bandung	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy

Title	File Type	Date Submitted to USAID	Format
Memorandum of Understanding between ICMA and Kota Bekasi	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and Kota Bitung	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and Kota Balikpapan	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and Kabupaten Kutai	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and Kabupaten Pasir	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and Kota Samarinda	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding Between Kabupaten Bandung, Indonesia with City of Santa Clarita, California, USA, Signed in Bandung, Thursday, January 31, 2002	MOU	March 8, 2002	Hard copy
Memorandum of Understanding between ICMA/USAID with City Government of Yogyakarta, signed in Yogya, Thursday, January 17, 2002	MOU	March 8, 2002	Hard copy
Memorandum of Understanding between ICMA/USAID and The Provincial Government of East Kalimantan, Samarinda, Friday January 18, 2002	MOU	March 8, 2002	Hard copy
Memorandum of Understanding between Kota Yogyakarta, Indonesia with City of Savannah, Georgia, USA, Yogya, Thurs, March 28, 2002	MOU	April 19, 2001	Hard copy
Memorandum of Understanding between City Government of Balikpapan, Indonesia with Houston Area Governments, Texas, USA, Balikpapan, Friday June 7, 2002	MOU	June 12, 2002	Hard copy
Memorandum of Understanding between The Provincial Government of East Kalimantan, Indonesia with The State of Oregon, USA, Samarinda, Thursday, May 16, 2002	MOU	June 12, 2002	Hard copy
Memorandum of Understanding, Addendum No. 1 Kota Samarinda, Indonesia with City of Tigard, Oregon, USA	MOU/Addendum	July 11, 2002	Hard copy
Memorandum of Understanding, referring to: Kutai Kartanegara Regency, Kutai Kartanegara University, Portland Community College, Portland State University, Washington County, November 19, 2002.	MOU/Addendum	December 12, 2002	Hard copy

Title	File Type	Date Submitted to USAID	Format
Memorandum of Understanding: Washington County, Oregon USA and Kutai Kartanegara, Indonesia Cooperative action plan” Increase Hospital Capability”, November 19, 2002.	MOU/Addendum	December 12, 2002	Hard copy
Memorandum of Understanding between Washington County, Oregon, USA and Kutai Kartanegara, Indonesia.	MOU/Addendum	January 21, 2003	Hard copy
Local Government Diagnostic – Balikpapan	Diagnostic Report/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Local Government Diagnostic – Bandung	Diagnostic Report/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Local Government Diagnostic – Bekasi	Diagnostic Report/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Local Government Diagnostic – Bitung	Diagnostic Report/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Local Government Diagnostic – Kutai	Diagnostic Report/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Local Government Diagnostic – Pasir	Diagnostic Report/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Local Government Diagnostic – Samarinda	Diagnostic Report/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Association Milestone Index – APEKSI	Diagnostic Report/Report Annex	May 30, 2001	E-mail and hard copy
Association Milestone Index – APKASI	Diagnostic Report/Report Annex	May 30, 2001	E-mail and hard copy
Association Milestone Index – APPSI	Diagnostic Report/Report Annex	May 30, 2001	E-mail and hard copy
East Kalimantan Background Material and Report	Background Materials/Report Annex	May 30, 2001	E-mail and hard copy
Database format for Indonesian Local Government Associations	Background Materials	May 22, 2002	Hard copy
Briefing packet of State of Oregon and East Kalimantan Province Partnership; May 12, 2002	Background Materials	May 22, 2002	Hard copy
Manila Association Capacity Building Conference Report	Memo/Report Annex	May 30, 2001	E-mail and hard copy
Six-Month Activity Plan December 14, 2001–June 30, 2002	Workplan	December 19, 2001	Hard copy
Six-Month Activity Plan July 1–December 31, 2002	Workplan	July 8, 2002	E-mail
Coquille, OR – Pasir Workplan	Action Plan	July 7, 2001 (resubmitted November 24, 2001)	E-mail

Title	File Type	Date Submitted to USAID	Format
Gresham, OR – Bekasi Workplan	Action Plan	August 1, 2001 (resubmitted November 24, 2001)	E-mail
League of Oregon Cities – Indonesian Associations Workplan	Action Plan	November 24, 2001	E-mail
Coos Bay, OR – Bitung Workplan	Action Plan	November 24, 2001	E-mail
Action Plan For Technical Cooperation between Kab. Kutai, Indonesia and Washington County, Oregon USA, Kutai, February 16, 2002	Action Plan	March 8, 2002	Hard copy
Action Plan for Technical Cooperation between Kota Samarinda, Indonesia and City of Tigard, Oregon, USA, Samarinda, February 16, 2002	Action Plan	March 8, 2002	Hard copy
Action Plan for Technical Cooperation between Kab. Bandung, Indonesia and City of Santa Clarita, California, USA, Bandung, January 30, 2002	Action Plan	March 8, 2002	Hard copy
Draft Action Plan between Kota Yogyakarta, Indonesia and City of Savannah, Georgia, USA, March 28, 2002	Action Plan	April 19, 2002	Hard copy
Final Action Plan: East Kalimantan Province - State of Oregon: May 16, 2002	Action Plan	May 22, 2002	Hard copy
Action Plan For Technical Cooperation between Kota Balikpapan, Indonesia and Houston Area Governments Working Group Houston, Texas, USA, Balikpapan, June 7, 2002	Action Plan	June 12, 2002	Hard copy
Proposed Detailed Interregional Coordination Work Plan, Samarinda June 12, 2002	Action Plan	June 12, 2002	Hard copy
Action Plan History February 2002 through September 2003, Kota Samarinda, East Kalimantan, Indonesia and City of Tigard, Oregon, USA.	Action Plan Addendum	December 12, 2002	Hard copy
Draft on Partnership Programs, Main Object Workplan, Action Plan and Matrix Partnership Program Kabupaten Kutai Kartanegara and Washington County .	Action Plan Addendum	January 21, 2003	Hard copy
Strategic Plan – APEKSI	Draft planning document	Currently being professionally edited. ETA February 2002.	Hard copy
Strategic Plan – APKASI	Draft planning document	Currently being professionally edited. ETA February 2002.	Hard copy
Strategic Plan – APPSI	Draft planning document	Currently being professionally edited. ETA February 2002.	Hard copy
Draft Outline of Mahakam River Basin Management, July 2002.	Draft planning document	July 30, 2002	Hard copy

Title	File Type	Date Submitted to USAID	Format
Town Planning Concept Development, Preparation of A Development Concept For The New City of Tegalluar, Bandung Rural District, Kabupaten Bandung, December 2002.	Draft Planning Document	January 7, 2003	Hard copy
Priority Areas for Cooperation Between the 3 Local Government Associations	Memo	December 14, 2001	Hard copy
The Involvement of ICMA in Building the Institutional Capacity of the Associations	Memo	December 14, 2001	Hard copy
Highlight on the Association's Cooperative Agreement Program	Memo	December 14, 2001	Hard copy
Response to UNDP Proposal for assistance to APEKSI, Diane Crosby	Memo	January 25, 2002	Hard copy
Feedback on APKASI's 2002 Annual Meeting from Diane Crosby, June 10, 2002	Memo	June 12, 2002	Hard copy
Communication and Media Workshop Materials	Workshop Materials	July 17, 2001	E-mail
Summary of Proceedings - Advocacy Seminars	Workshop Proceedings	December 14, 2001	Hard copy
Summary of Proceedings – Budget and Finance Training	Workshop Proceedings	December 14, 2001	Hard copy
Proceeding on Advocacy Working Meeting, Hotel Ambhara, 3-5 December 2001	Workshops Proceedings	April 19, 2002	Hard copy
Comments on Working Meeting Board LOC Exchange, March 18-20, 2002	Workshops Proceedings	April 19, 2002	Hard copy
ICMA International Best Practices Symposium: Sydney, 7-11 May 2002	Workshops Proceedings	May 22, 2002	Hard copy
Presentation Papers of Web Sites and Internet-Based Technologies, Gran Mahakam, April 23, 2002	Workshops Proceedings	May 22, 2002	Hard copy
Discussion Material, Commission D, RAKERNAS I APEKSI, Jakarta, July 10-11, 2002	Workshop Proceedings	July 11, 2002	Hard copy
Work Shop Results, Action Planning with Washington County/Tigard, Indonesia, June 14, 2002.	Workshop Proceedings	July 11, 2002	Hard copy
Discussion Material on Commission D (APEKSI Collaborations) on the First National Working Meeting, All-Indonesia Association of Urban Governments (Rakernas I APEKSI), Hotel Santika, Jakarta July 10-11, 2002.	Workshop Proceedings	July 11, 2002	Hard copy
Recommendations of Commissions A, B,C and D	Workshop Proceedings	July 11, 2002	Hard copy
CMAG Best Practices Manual, Jakarta, July 23-24, 2002.	Workshop Proceedings	July 11, 2002	Hard copy
Report on “Simposium Praktek Terbaik Dan Kemampuan Untuk Dittransfer” CMAG.	Workshop Proceedings	July 11, 2002	Hard copy
Wrap up of Meeting between BIGG-ICMA and Samarinda Executive at Hotel Dusit Balikpapan, Tuesday, July 2, 2002.	Workshop Proceedings	July 30, 2002	Hard copy
First Discussion Draft on Mahakam River Basin Visioning Workshop, August, 2002.	Workshop Proceedings	July 30, 2002	Hard copy

Title	File Type	Date Submitted to USAID	Format
Training Program Materials for Conference Planning Workshop, Working with sponsors and Exhibitors Workshops, Job Descriptions in Organizational Management, Philadelphia, Sept 29-Oct 2, 2002	Workshop Proceedings	November 7, 2002	Hard copy
Proceeding on Mahakam River Basin Vision Workshop, Samarinda Sept 2-3, 2002.	Workshop Proceedings	November 7, 2002	Hard copy
Permintaan Tenaga Penatar Penyusunan Anggaran Kinerja, October 23, 2002	Workshop Proceedings	November 7, 2002	Hard copy
Conference Management Training Agenda and Meeting Notes Summary, Conducted by Ann Bueche, ICMA Communications and Training Advisor, November 11-18, 2002.	Workshop Proceedings	December 12, 2002	Hard copy
LOC Exchange – Singapore on Linda Ludwig Interviews with Financial Staff on Association Budgets, Tue, Nov 12 & Wed, Nov 13, 2002.	Workshop Proceedings	December 12, 2002	Hard copy
LOC Exchange, Singapore on Meeting Transcripts – Continuation – Management Planning and Finance, Tuesday, Nov 12, 2002.	Workshop Proceedings	December 12, 2002	Hard copy
LOC Exchange, Singapore, Meeting Transcripts “Planning and Budgets as Management Tool”, Mon, Nov 11, 2002.	Workshop Proceedings	December 12, 2002	Hard copy
Meeting minutes of the TCMA (Texas City Management Association) Region 6 – South East Texas, September 20, 2002.	Workshop Proceedings	December 12, 2002	Hard copy
Presentation by Erna Witoelar to APEKSI BOD on “Future” of Association, December, 2002.	Workshop Proceedings	January 7, 2003	Hard copy
Conservation of Njeron Beteng Kraton, Yogyakarta, Special Workshop on: International Symposium on Managing Heritage in Asia, January 11, 2003.	Workshop Proceedings	January 21, 2003	Hard copy
Coordination Meeting on Task Force Partnership Program Kutai Kartanegara and Washington County, Oregon, USA, Tenggarong, January 9, 2003.	Workshop Proceedings	January 21, 2003	Hard copy
Exchange Visit Agenda – ICMA Annual Conference	Agenda	December 14, 2001	Hard copy
Exchange Visit Agenda – League of Oregon Cities Visit	Agenda	December 14, 2001	Hard copy
Exchange Visit Agenda – Washington, DC	Agenda	December 14, 2001	Hard copy
Working Draft of March 3, 2002 for Third LOC Exchange, Roles, Responsibilities, Authorities of the Board, Executive Director and Staff	Agenda	March 8, 2002	Hard copy
3 rd LOC Exchange Agenda and Participants List	Agenda	April 19, 2002	Hard copy
Advocacy Credentialing Exchange Agenda	Agenda	April 19, 2002	Hard copy

Title	File Type	Date Submitted to USAID	Format
Continued Communications Assistance Agenda, April 15-26, 2002	Agenda	April 19, 2002	Hard copy
Schedule for Strategic Planning for New Town and for Information Management Development of Kabupaten Bandung, May 17, 2002	Agenda	June 12, 2002	Hard copy
Tentative Schedule on East Kalimantan Province and State of Oregon Partnership, May 2002	Agenda	June 12, 2002	Hard copy
Houston Area and Balikpapan Partnership First Exchange Agenda, Balikpapan, June 1–8, 2002	Agenda	June 12, 2002	Hard copy
Samarinda and Kutai Kertanegara, East Kalimantan and City of Tigard and Washington County, Oregon on 2 nd Exchange Program Agenda, June 2002	Agenda	June 12, 2002	Hard copy
Association Finance and Budget Needs Assessment/Assistant Tentative Agenda on August 11-25, 2002 by Suzette Denslow.	Agenda	August 20, 2002	Hard copy
ICMA Annual Conference, Draft Indonesian CA Delegation Itinerary, Saturday, September 28-Wednesday, October 3.	Agenda	November 7, 2002	Hard copy
Tentative Program Schedule: Gujarat Best Practices Tour of the Indonesian Association, February 13-20, 2003.	Agenda	January 7, 2002	Hard copy
Agenda on Community Collect Task Force Partnership between Kutai Kartanegara and Washington County-Oregon, USA, December 2002.	Agenda	January 7, 2002	Hard copy
Schedule “International Symposium and Workshop on Managing Heritage Environment in Asia”, Yogyakarta, Jan 8-12, 2003	Agenda	January 21, 2002	Hard copy
Participants List - Facilitation Training, April 28, 2002	List of Participants	April 19, 2002	Hard copy
Writing Training Program BIGG-ICMA Jakarta, List of Participants, August, 2002	List of Participants	July 30, 2002	Hard copy
Writing Training Program for Association Staffs	List of Participants	November 7, 2002	Hard copy
Microsoft Excel Course Program for The Associations Finance Staffs, December 23-24, 2002.	List of Participants	January 21, 2003	Hard copy
Kabupaten Pasir and City of Coquille, Oregon: July 2001	Trip Report	December 14, 2001	Hard copy
City of Gresham, Oregon and City of Bekasi, Indonesia: August 2001	Trip Report	December 14, 2001	Hard copy
City of Coos Bay, Oregon and City of Bitung, Indonesia: September 2001	Trip Report	December 14, 2001	Hard copy
City of Coos Bay, Oregon and City of Bitung, Indonesia: November 2001	Trip Report	December 14, 2001	Hard copy
Regional Workshop Resource Cities Partnership: Performance Budgeting	Trip Report	December 14, 2001	Hard copy

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Seminar: the Position of Regional Governments on Financial Apportionment Between Central and Regional Governments: In the Framework of Fiscal Decentralization and Regional Autonomy	Proceedings/Summary Report	December 14, 2001	Hard copy
Summary of Association Advocacy Activities	Proceedings/Summary Report	December 14, 2001	Hard copy
APPSI Activity Record: Note from the Meeting on Coordination between Local Government Association with ICMA	Association Activity Report	December 14, 2001	Hard copy
APPSI Activity Record: Activity Report on Inter-Institutional Cooperation	Association Activity Report	December 14, 2001	Hard copy
APPSI Activity Record: Importance of Communication for APPSI	Association Activity Report	December 14, 2001	Hard copy
Work Plan on National Working Meeting II APKASI, Jakarta, May 29-30, 2002	Association Activity Report	June 12, 2002	Hard copy
Recommendations on National Working Meeting II APKASI, Jakarta, May 29-30, 2002	Association Activity Report	June 12, 2002	Hard copy
APPSI 2001–2003 Work Program Plan	Association Activity Report	June 12, 2002	Hard copy
Decision of Work Meeting I Year 2002 Association of Indonesian Provincial Governments on Recommendation and Agreement on Results of Work Meeting I year 2002 APPSI	Association Activity Report	June 12, 2002	Hard copy
In Progress 2002, The Association of Indonesia Municipalities	Association Materials	November 7, 2002	Hard copy
Loose Leaves from Depok, The Association of Indonesia Municipalities	Association Materials	November 7, 2002	Hard copy
APKASI New Organization Structure, Jakarta, January 2003.	Association Materials	January 7, 2002	Hard copy
Working Meetings on Advocacy – ICMA/BIGG: Day One	Trip Report	December 14, 2001	Hard copy
Working Meetings on Advocacy – ICMA/BIGG: Day Two	Trip Report	December 14, 2001	Hard copy
Working Meetings on Advocacy – ICMA/BIGG: Day Three	Trip Report	December 14, 2001	Hard copy
Summary of Natural Resource Management and Financial Balances in Local Autonomy	Trip Report	December 14, 2001	Hard copy
Summary of the Launching of Indonesia's Autonomy Expo 2001	Trip Report	December 14, 2001	Hard copy
Indonesia City Council Association – Founders meetings	Trip Report	December 14, 2001	Hard copy
Report on Salzburg Seminar: Session 388 “Sustaining Democracy in the Modern World”	Trip Report	December 14, 2001	Hard copy
Training on Oil Gas and Non-Oil Gas Product Sharing Calculation	Trip Report	December 14, 2001	Hard copy
The Establishment of Kabupaten (County) Council Association	Trip Report	December 14, 2001	Hard copy

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Work Meeting: Komisariat Wilayah VI (Regional Office VI)	Trip Report	December 14, 2001	Hard copy
Work Meeting: Komisariat Wilayah III (Regional Office III)	Trip Report	December 14, 2001	Hard copy
Melalui Raker Ke I Komwil II APEKSI Sumatera Selatan	Trip Report	December 14, 2001	Hard copy
Report on “Otonomi Indonesia Expo 2001”	Trip Report	December 14, 2001	Hard copy
Trip Report on the First National Work Meeting of the Indonesia City Council Association	Trip Report	December 14, 2001	Hard copy
Laporan Perjalanan Orientasi Ke Kantor Pusat ICMA, Washington, DC	Trip Report	December 14, 2001	Hard copy
Meetings with Kabupaten Bogor and Kota Bekasi	Trip Report	December 14, 2001	Hard copy
U.S. Study Tour 2001: ICMA Annual Conference, League of Oregon Cities, and Washington, DC	Trip Report	December 14, 2001	Hard copy
APKASI Membership Dues Structure Memo #1: November 6, 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Ann Bueche: November 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Amanda Lonsdale: September–November 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Diane Crosby: September–November 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of David Barenberg: December 2–6, 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Clay Wirt: Strategic Planning/Action Planning with APPSI, APKASI, and APEKSI	Trip Report	December 14, 2001	Hard copy
Trip Report of Judie Kesson: April 19 - May 20, 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Phil Rosenberg: May 7 - May 23, 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Judie Kesson: June 20 - July 20, 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Judie Kesson: June 20–July 27, 2001	Trip Report	December 14, 2001	Hard copy
Results of the Technical Working Meeting on Regional Finances, September 2001	Association Activity Report	January 25, 2002	Hard copy
Trip Report #2 – City of Gresham, Oregon and Kota Bekasi, Indonesia, October 2001	Trip Report	January 25, 2002	Hard copy
Nota Dinas: Laporan menghadiri Koferensi Internasional City/County Management Association 87 th Annual Conference dan Kunjungan ke Asosiasi Pemerintah Daerah di Amerika Serikat mulai September–6 Oktober 2001, Farida M.	Trip Report	January 25, 2002	Hard copy
Trip Report: Local Government Support and Partnership Program – Veracruz and Mexico City, Mexico, Jami Sachs	Trip Report	January 25, 2002	Hard copy
Trip Report of 3 rd Exchange Program from James Rompas, Bapeda Kota Bitung, March 23, 2002	Trip Report	April 19, 2002	Hard copy

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Trip Report of 3 rd Exchange Program from Max Lumempouw, Port of Bitung, April 4, 2002	Trip Report	April 19, 2002	Hard copy
Trip Report from City of Santa Clarita, February 2002	Trip Report	April 19, 2002	Hard copy
East Kalimantan Regional Advisor; Draft Report and Recommendation, March 27, 2002	Trip Report	April 19, 2002	Hard copy
Report of Communications and Training Advisor: Prepared by Ann E. Bueche, Jakarta, April 2002	Trip Report	May 22, 2002	Hard copy
Recommendations and Comments on Associations' Newsletters: Prepared by Ann E. Bueche, Jakarta, April 2002	Trip Report	May 22, 2002	Hard copy
Report on Web site design and development technical assistance: prepared by David George, Internet and Technology Advisor, Jakarta, April 2002	Trip Report	May 22, 2002	Hard copy
Trip report #1: Savannah, GA - Yogyakarta, April 2002	Trip Report	May 22, 2002	Hard copy
APPSI's Training Report on League of Oregon Cities (LOC) from Mukhlis Abidi, May 2, 2002	Trip Report	May 22, 2002	Hard copy
APKASI Report on Advocacy Training at League of Oregon Cities (LOC) from Novel Abdul Gofur, May 14, 2002	Trip Report	May 22, 2002	Hard copy
Trip Report on APPSI Working Meeting I for 2002 titled "Evaluation and Internalization of Implementation of Regional Autonomy", Semarang, Hotel Patra Jasa, April 9-11, 2002	Trip Report	May 22, 2002	Hard copy
Trip Report #2 of Kabupaten Bandung, West Java, April 2002	Trip Report	June 12, 2002	Hard copy
Quarterly Report from Partnership Manager East Kalimantan period of April 1-June 31, 2002	Trip Report	June 12, 2002	Hard copy
Trip Report on The Interregional Coordination Project East Kalimantan, Indonesia, May 5-23, 2002.	Trip Report	July 11, 2002	Hard copy
Trip Report #3 from City of Gresham, Oregon, USA, June 2002.	Trip Report	July 11, 2002	Hard copy
Trip Report #1 from The Houston Area Governments Working Group, Houston, Texas, USA, June 2002.	Trip Report	July 11, 2002	Hard copy
Trip Report #2 of Kabupaten Kutai Kertanegara to Washington County, Oregon, July 2002	Trip Report	July 30, 2002	Hard copy
Trip Report #2 of Kota Samarinda to City of Tigard, Oregon, July 2002.	Trip Report	July 30, 2002	Hard copy
Trip Report on CMAG Best Practices Program Training and Exchange, Jakarta July 20-28, 2002.	Trip Report	July 30, 2002	Hard copy

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Trip Report June 27-July 12, 2002 of Kabupaten Bitung-Coos Bay, Oregon	Trip Report	August 20, 2002	Hard copy
Trip Report on Double Entry Training Program of Kota Bekasi-City of Gresham, Oregon by Melda Listiwati	Trip Report	August 20, 2002	Hard copy
Trip Report #2 Kota Yogyakarta-City of Savannah, Georgia	Trip Report	August 20, 2002	Hard copy
Trip Report from Ann Bueche, Advisor, Communications & Training of ICMA, Jakarta, September 2002	Trip Report	November 7, 2002	Hard copy
Trip Report #3 of Santa Clarita, California, August 2002.	Trip Report	November 7, 2002	Hard copy
Trip Report on Interregional Coordination Project East Kalimantan, Indonesia prepared by Henry Sharpe, September 2002.	Trip Report	November 7, 2002	Hard copy
Executive Summary of Indonesia and LOC Exchange Trip Report on General Recommendations for Three Associations APEKSI, APKASI and APPSI, prepared Linda Ludwig, League of Oregon Cities, November 16, 2002.	Trip Report	November 21, 2002	Hard copy
Trip Report #3 of Savannah, Georgia, October 13-18, 2002.	Trip Report	November 21, 2002	Hard copy
Trip Report: Findings and Recommendations, Dick Townsend, Short Term Technical Specialist, Singapore, Marriott Hotel, November 11-16, 2002.	Trip Report	December 12, 2002	Hard copy
International Resources Cities Program Samarinda and Kutai, East Kalimantan, Indonesia Visit Report by City of Tigard and Washington County, Oregon, USA October, 2002.	Trip Report	January 7, 2003	Hard copy
Draft Trip Report on Communication and Training prepared by Ann E. Bueche, Jakarta, November 2002.	Trip Report	January 21, 2003	Hard copy
Report on Database Assistance for Association.	Summary Report	July 11, 2002	Hard copy
Municipal Associations, Sources of Revenues by Suzette Denslow.	Summary Report	August 20, 2002	Hard copy
Preliminary Notes and Observations Based on Meeting with APEKSI Executive Director and Staff, August 13, 15, 2002.	Summary Report	August 20, 2002	Hard copy
Letter from APKASI: 5 July 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APEKSI: 29 August 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APEKSI: 7 November 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from Lori Forman, Assistant Administrator, USAID: 20 November 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APKASI: 27 November 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APKASI: 27 November 2001	Letter of Appreciation	December 14, 2001	Hard copy

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Letter from APKASI: 27 November 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APPSI: 6 December 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter of thanks from APKASI to Amanda Lonsdale for BIGG/LGSPP sponsorship of the publication of the APKASI <i>Focus</i> newsletter	Letter of Appreciation	January 25, 2002	Hard copy
Letter of thanks from APKASI to Endi Rukmo for BIGG/LGSPP sponsorship of the publication of the APKASI <i>Focus</i> newsletter	Letter of Appreciation	January 25, 2002	Hard copy
Acknowledgement Message from APPSI regarding Indovision Connection for SWARA Broadcasts, February 27, 2002	Letter of Appreciation	March 8, 2002	Hard copy
Acknowledgement Message from Kabupaten Bandung regarding Transfer of Computer Equipment and providing e-mail account, March 6, 2002	Letter of Appreciation	March 8, 2002	Hard copy
Note from Walikota Yogyakarta regarding confirmation of City of Savannah visit to Yogyakarta, March 6, 2002	Letter of Appreciation	April 19, 2002	Hard copy
Letter from Bupati Pasir, East Kalimantan on the 3 rd Exchange Program in Coquille, Oregon, May 14, 2002	Letter of Appreciation	June 12, 2002	Hard copy
Letter from Mayor Bekasi, West Java on the 4 th Exchange Program in City of Gresham, Oregon, June 7, 2002	Letter of Appreciation	June 12, 2002	Hard copy
Invitation Letter from City of Coquille to Bupati Pasir, East Kalimantan on the 4 th Exchange Program in Coquille, Oregon, June 25, 2002.	Letter of Invitation	July 11, 2002	Hard copy
Invitation Letter from City of Dickinson to Mayor Balikpapan, East Kalimantan on the 2 nd Exchange Program in the Houston Area Governments, Texas, July 8, 2002.	Letter of Invitation	July 11, 2002	Hard copy
Invitation letter from Washington County, Oregon to Bupati Kutai Kertanegara, East Kalimantan on the Exchange Program in Oregon, June 26, 2002.	Letter of Invitation	July 30, 2002	Hard copy
Invitation from Governor of East Kalimantan on Mahakam River Basin Vision Workshop, September 2-3, 2002.	Letter of Invitation	November 7, 2002	Hard copy
Indoision Connection for SWARA Broadcasts, and equipment Receipt for APEKSI, February 28, 2002	Letter/Receipt	March 8, 2002	Hard copy
Indoision Connection for SWARA Broadcasts, and Equipment Receipt for APKASI, March 4, 2002	Letter/Receipt	March 8, 2002	Hard copy
Indoision Connection for SWARA Broadcasts, and Equipment Receipt for APPSI, February 26, 2002	Letter/Receipt	March 8, 2002	Hard copy
Transfer of Computer Equipment to Kota Bitung and Equipment Receipt, Bitung, March 3, 2002	Letter/Receipt	March 8, 2002	Hard copy

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Transfer of Computer Equipment to Kabupaten Bandung and Equipment Receipt, Bandung, February 25, 2002	Letter/Receipt	March 8, 2002	Hard copy
Transfer of Computer Equipment to Kota Samarinda and Equipment Receipt, Samarinda, March 4, 2002	Letter/Receipt	March 8, 2002	Hard copy
Transfer of Computer Equipment to Kabupaten Kutai Kartanegara and Equipment Receipt, Kutai, February 20, 2002	Letter/Receipt	March 8, 2002	Hard copy
Transfer of Computer Equipment to Kota Yogyakarta and Equipment Receipt, Yogya, March 28, 2002	Letter/Receipt	April 19, 2002	Hard copy
Transfer of Computer Equipment to Kota Bekasi and Equipment Receipt, Bekasi, March 8, 2002	Letter/Receipt	April 19, 2002	Hard copy
U.S. Embassy letter to Bupati of Kabupaten Bandung; April 18, 2002	Letter	May 22, 2002	Hard copy
Budget and Finance Interim Letter of Agreement	Letter of Agreement	April 19, 2002	Hard copy
PowerPoint Presentation delivered to Georgia State University: September 27, 2001	Presentation	December 14, 2001	Hard copy
Presentation of BIGG-ICMA to DPRD in Kabupaten Bandung; May 3, 2002	Presentation	May 22, 2002	Hard copy
APEKSI Newsletter, November 2001	Newsletter	January 25, 2002	Hard copy
APKASI Newsletter, December 2001	Newsletter	January 25, 2002	Hard copy
APPSI Newsletter (draft)	Newsletter	January 25, 2002	Hard copy
APPSI Newsletter (revised)	Newsletter	January 25, 2002	Hard copy
APKASI News Letters 'FOKUS' ,Edition II/02/2002	Newsletter	April 19, 2002	Hard copy
Info APPSI, Edition 2, 2002	Newsletter	July 11, 2002	Hard copy
APEKSI News, May 25, 2002.	Newsletter	July 11, 2002	Hard copy
APKASI Fokus Third Edition, August 2002.	Newsletter	August 20, 2002	Hard copy
APEKSI Flier presented at BIGG Regional Seminars January 2002	PR Materials	January 25, 2002	Hard copy
APKASI Flier presented at BIGG Regional Seminars January 2002	PR Materials	January 25, 2002	Hard copy
Proposed Program to Strengthen the APKASI Proposed for Support by the Partnership for Governance Reform in Indonesia.	Proposal	July 11, 2002	Hard copy
APEKSI Website	Website	July 11, 2002	Hard copy
APEKSI Website, July 2002	Website	July 30, 2002	Hard copy
"Jangankan Tebang Kayu, Mancing di Hutan Saja Izin", Kaltim Post. 2 January 2002	Press Coverage	January 25, 2002	Hard copy
"Tak Ganggu Eksekutif, Sidang Dewan Digelar Malam", Kaltim Post. 3 January 2002	Press Coverage	January 25, 2002	Hard copy
English translation of Kaltim Post articles	Press Coverage	January 25, 2002	Hard copy
Hare, Wes. "Resource Cities After September 11", draft article to be submitted to PM Magazine.	Press Coverage	January 25, 2002	Hard copy

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<i>“Kaltim Perlu Belajar dari AS”</i> , Kompas, Jakarta , Monday February 18, 2002	Press Coverage	March 8, 2002	Hard copy
<i>“Washington County Team Offers Collaboration with Kutai Kartanegara”</i> Kutai Baru, Saturday February 16, 2002	Press Coverage	March 8, 2002	Hard copy
<i>“USA Drawn to Citra Niaga”</i> Kaltim Times, Saturday, February 16, 2002	Press Coverage	March 8, 2002	Hard copy
<i>“U.S. Cities Management Team Group Looks at Development on Kumala Island”</i> Kutai Baru, Thursday, February 14, 2002	Press Coverage	March 8, 2002	Hard copy
<i>“Delegation from Tigard City and Washington Arrives Today. City Government to be Taught “Double Entry”</i> Samarinda Post, Monday, February 11, 2002	Press Coverage	March 8, 2002	Hard copy
<i>“Partnership Offer by Washington Team Welcomed by Chair of AKB Faction”</i> Kutai Baru, Saturday, February 16, 2002	Press Coverage	March 8, 2002	Hard copy
<i>“Partnering of City Governments of Samarinda, Kuker and Tigard City, KALTIM TIMES</i> , Monday, February 18, 2002	Press Coverage	March 8, 2002	Hard copy
<i>“Bandung Regency Collaborates with Santa Clarita, Pikiran Rakyat, Friday, February 1, 2002</i>	Press Coverage	March 8, 2002	Hard copy
<i>“Finance Sharing Project Properly Coordinated”</i> Kutai Baru, Saturday, February 16, 2002	Press Coverage	March 8, 2002	Hard copy
<i>“U.S. Delegation Buys Up East Kalimantan Handicrafts”</i> Samarinda, February 2002	Press Coverage	March 8, 2002	Hard copy
<i>“City Governments of Samarinda – Tigard City Partner”</i> Samarinda Post, Tuesday, February 19, 2002	Press Coverage	March 8, 2002	Hard copy
Minister of Home Affairs Mr. Hari Sabarno: Bupati/Walikota Treat Role of Governor’s Lightly, Kompas, April 11, 2002	Press Coverage	April 19, 2002	Hard copy
Governors Recommended Revision to Law 22/1999, Suara Merdeka, April 11, 2002	Press Coverage	April 19, 2002	Hard copy
APKASI: No Problem With Autonomy Law, Republika, Wed, March 6, 2002	Press Coverage	April 19, 2002	Hard copy
Regents show goodwill to amend autonomy law, The Jakarta Post, March 6, 2002	Press Coverage	April 19, 2002	Hard copy
<i>“Tukar Pengalaman Soal Kota”</i> , Kompas, Jakarta , Wed, March 20, 2002	Press Coverage	April 19, 2002	Hard copy
<i>“Lihat Gendang, Bule pun Bergoyang”</i> Metropolis, Jakarta March 21, 2002	Press Coverage	April 19, 2002	Hard copy
<i>“Lalulintas Kota Bogor Semakin Mace”</i> Kompas, Friday, March 22, 2002	Press Coverage	April 19, 2002	Hard copy
<i>“Picture on</i> Walikota Jakarta Barat give Souvenir to LOC, Pos Kota, Friday, March 22, 2002	Press Coverage	April 19, 2002	Hard copy
<i>“Yogyakarta, Savannah forge Ties”</i> The Jakarta Post, Monday, April 1, 2002	Press Coverage	April 19, 2002	Hard copy
Interview on TV News in Coos Bay, Oregon during the 2 nd Exchange, September 2001	Press Coverage	April 19, 2002	CD

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Talk Show on TVRI Yogyakarta during the 1 st Exchange in Yogyakarta, March 27, 2002	Press Coverage	April 19, 2002	CD
Talk show on TVRI Samarinda - February 2002	Press Coverage	May 22, 2002	CD
Recordings of the 1st exchange in Kutai, February 2002	Press Coverage	May 22, 2002	CD
<i>“District Governments Ready to Correct Local Autonomy”</i> , Kompas, Friday, May 31, 2002	Press Coverage	June 12, 2002	Hard copy
<i>“APKASI Local Autonomy Lau Should be the Umbrella”</i> , Warta Kota, Friday, May 31 2002	Press Coverage	June 12, 2002	Hard copy
<i>“Revision of Autonomy Law Awaits For Constitution Amendment”</i> , Media Indonesia, Friday May 31, 2002	Press Coverage	June 12, 2002	Hard copy
<i>“Program Pendidikan Berbasis Kebutuhan Masyarakat”</i> , Kompas, Saturday, June 8, 2002	Press Coverage	June 12, 2002	Hard copy
Recorded on City of Santa Clarita, City Council Meeting, May 14, 2002	Press Coverage	June 12, 2002	Cassette
MOU Signing between Kota Yogyakarta and City of Savannah, Georgia, March 28, 2002	Press Coverage	April 19, 2002	CD
<i>“Atasi Krisis Listrik di Pasir”</i> , Kaltim Post, June 8, 2002	Press Coverage	July 11, 2002	Hard copy
<i>“Pemkot Bekasi Jalin Kerjasama dengan Kota Gresham Amerika”</i> , Pos Kota, Wednesday, May 15, 2002.	Press Coverage	July 11, 2002	Hard copy
<i>“Visiting Indonesians Learn About Democracy In Tigard”</i> , The Times, Thursday, July 4, 2002	Press Coverage	July 30, 2002	Hard copy
<i>“Setting Up World’s Largest Democracy”</i> , Hillsboro, Thursday, February 28, 2002.	Press Coverage	July 30, 2002	Hard copy
<i>“Jika diterapkan, 10 Ribu Pegawai Ambil Gaji di Bank”</i> , Kaltim Post, July 27, 2002. <i>“Mereka 200 Tahun, Samarinda Baru 2 Tahun”</i> , Kaltim Post, July 29, 2002.	Press Coverage	July 30, 2002	Hard copy
Mengambil Pengalaman Baik melalui “Program ICMA” ke Amerika Serikat “2003, Pemkot Samarinda (rencanakan) Bayar Gaji Melalui ATM”, Metro Balikpapan, July 25, 2002.	Press Coverage	July 30, 2002	Hard copy
<i>“Samarinda Ketinggalan 2 Abad Dari Kota Tigard, AS”</i> , Metro Balikpapan, July 26, 2002.	Press Coverage	July 30, 2002	Hard copy
Savannah Government Channel 8, Indonesia Delegation Video’s, July 2002.	Press Coverage	July 30, 2002	CD
<i>“US allocates \$9.5 million for Regional Autonomy”</i> , Republika, Monday, October 14, 2002	Press Coverage	November 7, 2002	Hard copy
<i>“US provides US\$ 9.5 million to boost Local Government Capacity”</i> , Bisnis Indonesia, Saturday, October 12, 2002.	Press Coverage	November 7, 2002	Hard copy

Title	File Type	Date Submitted to USAID	Format
<i>“US allcates US\$ 9.5 million for Local autonomy Program”, Investor Indonesia, Saturday, October 12, 2002.</i>	Press Coverage	November 7, 2002	Hard copy
<i>“Fishman: Back to work, city official considers what he saw after bomb rips Bali” Savannah Morning News, Friday, October 25, 2002.</i>	Press Coverage	November 7, 2002	Hard copy
<i>“Menjelang Tahun Anggaran 2003 Sistem Double Entry Siap Dilaksanakan”, Detektif Indonesia, September, 2002.</i>	Press Coverage	November 7, 2002	Hard copy
<i>“Kota Bekasi Laksanakan System Double Entry, Tiru Manajemen Kota Gresham”, Teropong, September 16-22, 2002.</i>	Press Coverage	November 7, 2002	Hard copy
<i>“Perlu Persepsi DAS Mahakam”, Kaltim Post, Tuesday, September 3, 2002</i>	Press Coverage	November 7, 2002	Hard copy
<i>“Suka Dunia Kesehatan”, Kaltim Post, Wednesday, October 2, 2002</i>	Press Coverage	November 7, 2002	Hard copy
<i>“Terkesan Suara Adzan”, Samarinda Post, Thursday, October 3, 2002</i>	Press Coverage	November 7, 2002	Hard copy
<i>“Pemkot Jalin Kerjasama dengan Tigard City dan Washington County”, Samarinda Post, Tuesday, October 1, 2002</i>	Press Coverage	November 7, 2002	Hard copy
<i>“Empat Instansi Jadi ‘Kelinci Percobaan’, Samarinda Post, Monday, October 7, 2002</i>	Press Coverage	November 7, 2002	Hard copy
<i>“KuKar Kerjasama dengan Washington County” Kaltim Post, Tuesday, October 1, 2002</i>	Press Coverage	November 7, 2002	Hard copy
<i>“KuKar ikut Road Show DAS Mahakam”, Poskota Kaltim, Monday, October 7, 2002</i>	Press Coverage	November 7, 2002	Hard copy
<i>“Kerjasama KuKar dan Washington County Tetap Berlanjut”, Postkota Kaltim, Tuesday, October 1, 2002</i>	Press Coverage	November 7, 2002	Hard copy
<i>“Jakarta missing out on gift of 1m computers”, The Straits Times Asia, Monday, November 11, 2002</i>	Press Coverage	November 21, 2002	Hard copy
<i>“Indoneian visitors view local governmenty”, Tualatin, OR (Washington Co.) Times, October 3, 2002.</i>	Press Coverage	November 21, 2002	Hard copy
<i>“Kukar Seperti Amerika, Kenapa Tidak?”, Kaltim Post, Thursday, November 14, 2002.</i>	Press Coverage	November 21, 2002	Hard copy
<i>“International Program Ripe for Expansion”, The Oregon Live.com, November 20, 2002</i>	Press Coverage	December 12, 2002	Hard copy
<i>“Pelajari Pengelolaan DAS yang Bersih dan Berkualitas” Catatan Kunjungan Bupati ke Amerika Serikat (1), Kaltim Post, Monday, November 25, 2002.</i>	Press Coverage	December 12, 2002	Hard copy

Title	File Type	Date Submitted to USAID	Format
“Rama Akan Terapkan Pengelolaan DAS Origen di Kubar”, Catatan Kunjungan Bupati ke Amerika Serikat (2-Habis), Kaltim Post, Tuesday, November 26, 2002.	Press Coverage	December 12, 2002	Hard copy
“Coos Bay Tragedy: The Victims and Memorial Information”, Firehouse.com, December 3, 2002.	Press Coverage	December 12, 2002	Hard copy
“Gubernur Minta Dilantik Langsung Presiden”, KOMPAS, Friday, December 20, 2002.	Press Coverage	January 7, 2003	Hard copy
U.S Embassy Press Release “Welcomes Yogyakarta and Savannah, Georgia as Resource Cities, March 27, 2002	Press Release	April 19, 2002	Hard copy
Selected Pictures of 2 nd exchange trip to Coos Bay (Indonesian partner: Bitung), November 2001	Photos	January 25, 2002	Hard copy
Selected Pictures of 2 nd Exchange Trip Kota Bekasi and City of Gresham Partnership Program, Gresham October 8 to 12, 2001	Photos	March 8, 2002	Hard copy
Selected Picture of Signing Memorandum of Understanding between ICMA/USAID and Kota Yogyakarta January 17, 2001	Photos	March 8, 2002	Hard copy
Trip Picture #1 of Kabupaten Bandung and City of Santa Clarita, February 2002	Photos	April 19, 2002	Hard copy
Trip Picture #1 of Yogyakarta and City of Savannah, March 2002	Photos	April 19, 2002	Hard copy
Pictures taken from Web site and Internet-based technologies presentation, Jakarta April 23, 2002	Photos	May 22, 2002	Hard copy
Pictures on Otonomy Indonesia Exposition 2002, Nusa Dua, October 3-6, 2002.	Photos	November 7, 2002	Hard copy
Pictures on Indonesian Associations and LOC Exchange Program	Photos	November 7, 2002	Hard copy
Pictures on Conference Planning Workshop for Association Staff by Ann Bueche, November 11-20, 2002.	Photos	November 21, 2002	Hard copy
Picture on East Kalimantan visit Oregon State, November 2002.	Photos	December 12, 2002	Hard copy
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Annex 4: Abbreviations and Terminology

Abbreviations and Terminology

ADEKSI	<i>Asosiasi Dewan Kota Seluruh Indonesia</i> (Association of Indonesian City [Kota] Councils)
AMMAC	Association of Mexican Municipalities
APEKSI	<i>Asosiasi Pemerintah Kota Seluruh Indonesia</i> (Association of Indonesian Municipalities)
APKASI	<i>Asosiasi Pemerintah Kabupaten Seluruh Indonesia</i> (Association of Indonesian Regencies)
APPSI	<i>Asosiasi Pemerintah Propinsi Seluruh Indonesia</i> (Association of Indonesian Provinces)
BAPPEDA	<i>Badan Perencanaan dan Pembangunan Daerah</i> (local department for planning and development)
BIGG	Building Institutions for Good Governance
BUILD	Breakthrough Urban Initiatives for Local Development
CIDA	Canadian International Development Agency
CLGI	Center for Local Government Innovation
DPOD	<i>Dewan Pertimbangan Otonomi Daerah</i> (Regional Autonomy Advisory Board – national level)
DPRD	<i>Dewan Perwakilan Rakyat Daerah</i> (legislative body at the local government level)
DPR-RI	<i>Dewan Perwakilan Rakyat – Republik Indonesia</i> (legislative body at the national level)
GIS	Geographic Information System
GTZ	<i>Gesellschaft für Technische Zusammenarbeit</i> (German Technical Cooperation Agency)
ICMA	International City/County Management Association
IFES	International Foundation for Election Systems
IR	Intermediate Result
IRDA	Indonesia Rapid Decentralization Assessment
Komisi II	Commission Two of the DPR-RI
LAN	Local Area Network
LGSP	Local Government Support and Partnership Program
LOC	League of Oregon Cities
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
NDI	National Democratic Institute
PCC	Portland Community College
TBD	To be determined
TNC	The Nature Conservancy
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
VNG	<i>Vereniging van Nederlandse Gemeenten</i> (Netherlands Association of Municipalities)
Yayasan Otda	Local Government Center implemented by Chemonics/Urban Institute